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Rural Tourism Handbook

Selected Case Studies and Development Guide

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Rural Tourism Handbook

Selected Case Studies and Development Guide

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Writers and Editors:

Sharon Calcote
Louisiana Office of Tourism
Baton Rouge, Louisiana

Larry Friedman
Nevada Commission on Tourism
Carson City, Nevada

Sharon Gaiptman
Alaska Division of Tourism
Juneau, Alaska

Robin Roberts
Oregon Economic Development Department
Division of Tourism
Salem, Oregon

Providers of Rural Tourism Handbook Material and Information:

Minnesota Extension Service
University of Minnesota
St. Paul, Minnesota

South Carolina Department of Parks,
Recreation and Tourism
Columbia, South Carolina

Pennsylvania Bureau of Travel
Development
Harrisburg, Pennsylvania

South Dakota Department of Tourism
Pierre, South Dakota

Oregon Division of Tourism
Salem, Oregon

Texas Tourist Development Agency
Austin, Texas

Wisconsin Division of Tourism
Madison, Wisconsin

Case Study Authors:

Sharon Calcote
Louisiana Office of Tourism
Baton Rouge, Louisiana

Julie Calzone
Calzone and Associates
Lafayette, Louisiana

Rochelle Michaud Dugas
Vermillion Parish Tourist Commission
Abbeville, Louisiana

Susan Edwards
South Dakota Department of Tourism
Pierre, South Dakota

Larry Friedman
Nevada Commission on Tourism
Carson City, Nevada

Peter Herschend
Silver Dollar City, Inc.
Branson, Missouri

Woody Peek
Opryland, USA
Nashville, Tennessee

Caletha Powell
Greater New Orleans Black Tourism
Network
New Orleans, Louisiana

Robin Roberts
Oregon Economic Development
Department -- Division of Tourism
Salem, Oregon

Mandy Cole Schmidt
U.S. Forest Service
U.S. Department of Agriculture
Sweet Home, Oregon

Robert Singletary
Coeur d'Alene Convention & Visitors
Bureau
Coeur d'Alene, Idaho

Congressman Ted Strickland
6th Congressional District, Ohio
Lucasville, Ohio

Tandy Young
Native American Tourism Center

John D. Watt
Virginia Division of Tourism
Richmond, Virginia

Kari Westlund
Juneau Convention & Visitors Bureau
Juneau, Alaska

This handbook is designed to:

Help localities decide whether or not to pursue visitors and their dollars, and, if that decision is positive:

- ◆ To help communities become aware of both potential benefits, challenges and costs of tourism development to the community
- ◆ To provide the basic framework for doing so
- ◆ To assist communities in the development of a marketing and promotion program by providing the basic information necessary to accomplish this

The material included within these pages is primarily directed toward small towns and rural areas. However, it can also provide useful information to representatives of larger cities. It is meant to be used as an introductory planning guide or "tourism primer."

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SECTION I: THE PROMISE OF TOURISM

Travel is big business in the USA and around the world. In the United States alone, business travelers and tourists spend more than \$341.5 billion dollars annually, and sustain more than 5.85 million jobs. It has been projected that travel will be the world's number one industry by the year 2000.

The tourism industry is composed of many different industries, often grouped into categories of transportation, lodging, food service, attractions, and information. While this industry appears to be dominated by familiar giants, in reality there are hundreds of "mom and pop" operations for every major corporation. According to the US Census of Business, 98 percent of travel and tourism related operations are classified as "small business".

The tourism meccas that draw the largest crowds are still the big cities, beach and mountain resorts, theme parks, and national parks, but there is a growing recognition of the role played by small towns in the big picture of tourism. In addition, a growing awareness exists within these

communities of the benefits to be derived from developing tourism as part of their economies. Often this awareness comes on the heels of declining traditional industry, usually natural resource or manufacturing based, such as textiles, farming or timber.

To be a truly successful part of a community's economy, tourism must be sustainable, even if only on a seasonal basis. To be sustainable, it must be properly planned and managed, to ensure a continuing high quality experience for the visitor.

CHAPTER 1

THE MOUSE THAT ROARS: APPRAISING TOURISM POTENTIAL

Every community is affected by tourism. Some communities have developed an economy around the activities and needs of the traveling public. They sell gasoline, food, lodging, recreation, souvenirs, experiences and many other things. Others may have the potential of developing a tourism industry. Whether or not the community should seek to increase existing profits or try to develop tourism as an industry depends on numerous factors. To make this decision, the community must evaluate:

- ◆ Community interest;
- ◆ The needs of the community that tourism could meet;
- ◆ The relationship of the benefits of tourism to the costs of a tourism program; and
- ◆ Whether there is a viable tourism product already in place, or one that is developable.

A tourist is not defined the same by everyone. Some say a tourist is anyone who has traveled at least 100 miles from home. Others restrict "tourist" to a visitor from another state. Regardless of the definition used, several characteristics are common in each definition.

A tourist is someone who has traveled to your community from some other

location and does not plan to stay permanently. Tourists may be:

- ◆ On vacation
- ◆ On business trips
- ◆ Visiting friends or relatives
- ◆ Attending special events
- ◆ Participating in recreational activities
- ◆ Passing through en route to another location

Regardless of their reasons for traveling, visitors spend money -- lots of money, which could help the economy of a community.

In 1993, \$74.4 billion dollars was generated by international visitors traveling within the United States. The tourism industry, which has rapidly expanded during the past decade, contributes enormously to the United States economy. In 1993, the United States Travel Data Center calculated that U.S. travelers spent \$322.5 billion within the United States on trips involving an overnight stay away from home and day trips to locations of 100 miles or more. This activity in turn generated \$90.1 billion dollars in wage and salary income and an additional \$44.5 billion dollars in federal, state, and local tax revenue. Each dollar tourists spend is like a pebble thrown in

a pond -- it creates ripples that reach every part of the community, and every dollar they spend is re-spent several times.

Jobs and Tourism

Although the economic benefit is often the factor motivating most communities to get involved in tourism, other positive contributions to the community include:

- ◆ Employment benefits
- ◆ Income benefits
- ◆ Diversification of economic base
- ◆ Tax revenues
- ◆ Visibility
- ◆ Cultural benefits
- ◆ Historic preservation and downtown development

As you consider the benefits tourism could bring to your community, consider also the needs these benefits might meet: economic, social-cultural and the physical environment.

The most impressive contribution of the tourist dollar to the American economy must be measured in jobs. Travel directly generated 6.2 million jobs in 1993. The jobs created by the travel industry surpassed those generated by private industry in 15 states. In 1992, for each \$60,000 spent in the United States for travel/tourism one job was, on the average, directly supported. Tourism stands out among major U.S. industries in creating new jobs, resisting economic downturns, and providing a major source of jobs for minorities, women and youth.

Of particular interest to communities, both large and small, is the fact that small businesses dominate the tourist/travel industry. Of the 1.4 million travel-related business firms, 89% of them are classified as small businesses.

Many areas face a growing problem of high unemployment, particularly among those who need jobs the most, the young and the poor with few or no skills. Jobs in agriculture, fishing, forestry products and mining are increasingly harder to find. In all areas, youth may be forced to look elsewhere for that summer, part-time or initial full-time job, perhaps never returning to their home community.

The development of a tourist industry creates jobs. Work will mainly be in the support industries, services and wholesale/retail trade.¹ A good number of these jobs do not generate high levels of income for the individual or for the urban community. There are, nevertheless, some important benefits associated with them:

Tourism can be a substantial source of employment and an economic boost for the local economy. There are many jobs with advancement potential. In addition, youth will benefit when they seek part-time and summer employment from the tourist industry. Jobs may provide them the opportunity to work in

the home community. Additionally, first-time jobs may teach them valuable work skills, provide future job contacts and develop a sense of self-worth, removing individuals from public assistance.

Tourist industry development may provide another less identifiable employment benefit as well -- new people, new skills and new industries. This could make your community not only a better place to live and work, but may serve to attract additional business and employment opportunities.

Tourism and a Diversified Economic Base

Developing a tourism industry and attracting travelers will mean more income and profits for businesses receiving tourist expenditures. Additionally, the possibilities for new business opportunities will increase.

Studies have shown that travel expenditures vary almost directly with the number of visits, and substantially increase if visitors stay more than one day. However, total expenditures by tourists in a community do not tell the whole story. Two important economic facts must first be understood before a reasonable estimate of the impact of tourism on business income can be made.

First, a part of the goods and materials used in sales by your tourist-related businesses comes from outside the community. When these bills are paid, this part of the traveler's dollar does not benefit the community directly. However, the part of the tourist dollar

that does stay in the area, usually wages, profits and additional expenditures on locally produced goods and services, does benefit the community.

Second, local income from tourist expenditures is largely re-spent in the area, leading to still more local income.

A good example of these direct and indirect benefits is in Jackson Hole, Wyoming, a popular outdoor recreation area. A local study of business generated from tourism showed that 56% of total sales in the area resulted from direct tourist expenditures and that an additional 22% resulted from the indirect effects of income generated from the initial purchases, for a total of 78% of sales due to tourism.

Why diversify? Ask any community that depends on one large industry, and a case can be made for economic diversification. Whenever a localized or national economic fluctuation has occurred, these areas have experienced high unemployment and the resultant economic and social consequences. Clearly, an area with a diverse economic base will have a smaller problem. Cities welcome any kind of legitimate industry, but generally they must recruit new industry. Industries are less than anxious to enter an area with a declining tax base or other problems.

Tourism can possibly fill this gap. It is a diversification tool, and has many advantages over traditional types of industry:

- ◆ Cities are a normal and natural destination for visitors, as are scenic and outdoor recreation areas.
- ◆ Tourism is growing and will probably continue to do so; not only because income and leisure time are more plentiful, but because tourism is largely unexploited in America.
- ◆ Since the labor force is essentially in place, tourism requires little or no increase in costly public facilities such as schools or hospitals.
- ◆ Tourism is clean and therefore attractive to the business community.

CASE STUDY

COEUR D'ALENE, IDAHO: AN ECONOMIC SUCCESS STORY

by ROBERT SINGLETARY

Coeur d'Alene Convention &
Visitors Bureau

For many years the city of Coeur d'Alene and the surrounding region prospered from an economy based on silver mining, logging and farming. During the early 1980s, the price of silver began to plunge on the international market. By the mid-80's, most of the silver mines in the region were forced to close.

With both mining and timber on the decline, local community leaders began to look at tourism as an alternative to these traditional industries. The area began to capitalize on perhaps its greatest natural resource, the recreational potential and scenic beauty.

For decades, the lakes, rivers and mountains attracted visitors; but it was in 1986, when the 18-story Coeur d'Alene Resort opened, that the tourism industry began to mature. Four years later, readers of Conde Nast *Traveler* Magazine selected the Coeur d'Alene Resort as America's top mainland resort, giving it perfect ratings for service, location and atmosphere. In 1991, the owners of the Coeur d'Alene Resort opened an 18-hole golf course near the city, on the shores of Lake Coeur d'Alene. The course, which was voted "America's most beautiful resort course" by *Golf Digest*, features the

world's first and only floating green.

In 1988, two major tourist attractions opened near Coeur d'Alene: Silverwood Theme Park and the Coeur d'Alene Greyhound Park. Silverwood is designed as a turn-of-the-century mining town with a steam train, an amusement park, antique airshows, restaurants, and entertainment. The Greyhound Park, recognized as one of America's finest racing facilities, features theater-style seating for up to 1,500 people, with a deli, concessions, large screen monitors, and a full restaurant and bar.

Also in 1988, a committee of the Coeur d'Alene Chamber of Commerce helped organize the Greater Coeur d'Alene Convention and Visitors Bureau, with the express mission of marketing Coeur d'Alene and Kootenai County as a tourist destination. Since 1988, the county's lodging sales have increased 98 percent and the visitor count at the Coeur d'Alene Visitor Center has increased 178 percent.

Today, tourism is the leading industry in Coeur d'Alene and Kootenai County, and contributes over \$250 million to the area's economy.

CHAPTER 2

BENEFITS AND CHALLENGES OF TOURISM

Tourism must be community driven. Not every community is suited for tourism development, nor is tourism suitable for every community. The decision to pursue tourism development must occur prior to embracing a tourism strategy.

Before leaping into any extensive tourism development program, the community must ask itself, "Do we really want tourism?" Tourism development is not free, and it requires both resources and commitment that might be directed elsewhere. A quick look at some of the pros and cons of tourism development may be helpful in making this decision.

Economic Benefits

- ◆ Tourism brings new money into the economy through visitor expenditures.
- ◆ Tourism helps diversify and stabilize rural economies. It can help attract additional industry by creating a larger business base and increasing visitors' recognition of opportunities.
- ◆ Tourism creates jobs and income through business expansion and new business start-ups.
- ◆ Tourism helps support business services and products that could not be supported by the community's existing retail trade.

Economic Challenges

- ◆ Tourism requires organization that creates operational costs for personnel, administration, marketing and promotion, research and other developmental expenses.
- ◆ Tourism places demands on public services and facilities that are tax supported. Services may need improvement and upgrading to maintain public service standards.
- ◆ Tourism may inflate property values and the price of goods and services.
- ◆ Tourism may require training of service employees, business owners and community residents, in order to produce a competitive tourism product.
- ◆ Tourism can be seasonal and is affected by forces outside direct community control.

Social Benefits

- ◆ Tourism dollars help support community facilities and improvements that could not be supported by the existing trade.

- ◆ Tourism can help enhance a community's "sense of place" through the development of festivals, historic attractions and other interpretive activities that will document and celebrate a community's resources.
- ◆ Tourism encourages community involvement and pride.
- ◆ Tourism promotes cultural exchange between the community and visitors, and brings new ideas to the community.

Social Challenges

- ◆ Tourism may attract visitors whose lifestyles and ideas conflict with those of the community.
- ◆ Community residents will need to share important community resources with outsiders.
- ◆ Tourism may create crowding and congestion.
- ◆ Tourism may be viewed as the cause of increased crime in the community.
- ◆ All community residents will not share tourism benefits equally, so conflicts may arise between those who benefit and those who do not.

Environmental Benefits

Tourism can foster conservation and preservation of natural, cultural and historical resources. Tourism may encourage community beautification and revitalization.

Environmental Challenges

Uncontrolled visitation can degrade the quality of natural and historic areas in a community. Areas must be protected against increased litter, noise and pollution.

Other Factors to Consider

Your community's tourism success can also be affected by:

- ◆ Finances available for tourism development and marketing;
- ◆ Policies concerning development, zoning, etc.;
- ◆ Presence (or absence) of strong community leadership;
- ◆ Ability of the community to work together; and
- ◆ Partnerships between different agencies, organizations, and communities.

Your community is probably in the tourism business already, at least to some extent. Guests of community residents, convention attendees, business travelers, vacationers, even pass-through visitors all generate jobs, income, and tax revenues that fall under the tourism heading.

But if you want to build on your existing tourism base, you've got to have a plan. You have to take conventional marketing wisdom and apply it specifically to your community.

CASE STUDY

BRANSON, MISSOURI: RAPID DEVELOPMENT CHALLENGES AND OPPORTUNITIES

by PETER F. HERSCEND
Silver Dollar City, Inc.

Some have likened the Branson area to the ride of a roller coaster ... in fact, the experience here has been more like a rocket lift-off, particularly in the last six years. The really good news is that there is a lot more good news than there is bad news.

The Challenges

- ◆ The political/governmental structure and the people making government run were, and, in some cases, still are unprepared to manage the impact of a city that went from 2,000 residents with a comfortable but not spectacular visitor base, to what Branson experiences today.
- ◆ The infrastructure (water, sewer, and especially roads) was inadequate, and in many cases still is inadequate. The greatest problem with infrastructure is that even with the best of intentions, it takes a significant amount of time to build new or replacement infrastructure.
- ◆ Many in the Branson community (though not a majority) have the attitude that all of this business will continue forever, and we don't need to do anything to ensure that the future is as good as the immediate past.

- ◆ The rapid growth in the area has created a monumental housing shortage for all levels of housing. We suffer the problems of a community where some workers, for example, are having to live in tents and recreational vehicles.
- ◆ With the increase in tourism-driven companies, significant traffic growth and other strains on goods and services have also become a challenge.

Because the development of Branson has been so explosive and has been documented in the media, there is an intense spotlight focused on Branson that magnifies the mistakes it makes in its management of growth.

The Opportunities

- ◆ The ability to provide solid year round jobs and permanent roots for workers and their families is of great importance.
- ◆ In 1985, the overall economy in this area was approximately \$260 million to \$280 million. In 1993, the level of spending in the two-county area topped one billion dollars.

- ◆ In 1986, approximately 3 million visitors came to Branson. By 1993, that figure had swelled to 5.6 million. Projections for 1994 set the visitation number at 6 million people.
- ◆ Because of the development in Branson, businesses have seen growth from a three-month (June, July, August) visitor season to a ten-month positive revenue stream (March through December).
- ◆ Two successful major shoulder-season promotions have increased November-December figures from zero in 1987 to 450,000 visitors in 1993; and the Branson Country Spring (mid-March to mid-April) program hosted 200,000 visitors in '94, versus zero in 1991.
- ◆ The growth in cooperative marketing expenditures has increased nearly as dramatically as visitation. The Ozark Marketing Council's 1994 budget is \$1.3 million. Ten years ago that same budget was only \$235,000.
- ◆ A higher tax base and increased tax revenues has meant increased community benefits. In the last several years, a \$10 million expansion of the hospital has been completed, along with a \$10 million school expansion.
- ◆ In the eleven years since Branson's rapid expansion began, hotel/motel rooms have nearly doubled, from 6,124 to 15,804; and campground sites have increased more than 25 percent. During that same period, the number of seats available at the myriad of indoor entertainment venues has increased, from nearly 14,000, to just over 45,000. Restaurant capacity has doubled.
- ◆ The unemployment rate has dropped more than five percent during the past eight years, and more than 20,000 people have been added to the roster of the civilian labor force in that same period.

The leadership of Branson, working with its business community partners, continues to take advantage of the opportunities presented by the booming travel industry. They are, however, also committed to resolving the challenges presented by it so that residents and visitors alike will continue to enjoy Branson's hospitality, music, and entertainment tradition well into the next century.

Additionally, Branson residents have seen growth in both municipal services and capabilities.

CHAPTER 3

LEADERSHIP

Aggressive leadership is the cornerstone of any successful planning and development process. Tourism and small business development requires the same amount of planning and organizing as any other economic diversification program.

Most successful communities have been ushered through the planning and organization process by a prominent mayor or other elected official who has taken the "key" leadership role.

This "leader" has assumed the responsibility of organizing and appointing members of the community (business, civic and education leaders) to participate on a tourism committee, task force or commission. These organizations are given the mission to develop and implement a plan of tourism product development, marketing and promotion.

These leadership roles require time and dedication --they require planning and organizational skills and demand much more attention than just getting together to meet on a regular basis.

Through this "core" leadership, the community will inventory, assess, organize, develop attractions, "buy-in to" and implement a marketing and

promotion strategy in an effort that will bring the community into the marketing mainstream of America.

Broad Based Community Involvement

Individuals involved with the planning and organization process should include a broad-based cross section of the community. Members could include, but certainly not be limited to: School teachers, bank officers, parent/teacher organization leaders, minorities, youth, service and civic organization representatives, and/or business owners.

Once these leaders have been selected, **empower them** to develop and implement the plan. Allow them to make the decisions that will move the project forward. If the leaders support the program, they will work hard to assure that their colleagues, business partners, neighbors and friends are also involved in, or at the very least supportive of, the project.

Competent, motivated leadership is the key to shaping human, physical and financial resources into a coordinated tourism development strategy. No matter how available the attractions, services, facilities or finances are, no tourism program successfully reaches its potential without sound leadership.

Who provides tourism leadership? In many communities, tourism development efforts are initially led by an existing organization, an arm of the chamber of commerce, an economic development group, a convention and visitors bureau, or a hotel/motel, restaurant or retail association. The support of organizations that are already serving visitors is essential since they already have a great deal of "hands on" expertise. Whether one of these organizations assumes leadership or not, their participation should be guaranteed before tourism development efforts start.

Entrepreneurs who can visualize opportunity and capitalize on it, provide tourism leadership -- particularly for the commercial sector. Many tourism development plans never materialize because the right people do not take advantage of the opportunities. The ability to identify visitors' needs, obtain the right location and site, engage designers to create the appropriate structure, and gather together the right human resources to manage the investment is a special kind of leadership, and one that is essential to tourism development. The public sector can encourage entrepreneurial leadership by providing a favorable regulatory climate for launching ideas into action.

Whatever the source of leadership -- an organization or a group of entrepreneurs -- that leadership must consider diverse public support in its efforts to initiate and sustain community interests. Tourism is indeed a community affair. As the scope of

tourism development efforts broaden, leadership must also expand to reflect the many community "actors" who contribute to the tourism product. It is highly recommended that a tourism task force be created that can advance tourism interests and action plans at the local and regional levels.

The following are some of the advantages of a local or regional travel and tourism association with full-time leadership.

- ◆ Brings the highest degree of return on investment
- ◆ Does more than any agency can do individually
- ◆ Provides an opportunity for the multiplier effect
- ◆ Builds support in the community for the total travel and tourism industry
- ◆ Provides protection against use of tourism taxes by communities for other purposes
- ◆ Keeps people informed through newsletters, etc.
- ◆ Provides public service announcements for private non-profit organizations
- ◆ Coordinates promotion for attractions in a total given area, and complements the individual efforts of attractions and enterprises
- ◆ Assists with packaging programs for tours
- ◆ Takes the lead in coordination and promotion of travel shows
- ◆ Provides speakers to participate in local meetings

- ◆ Undertakes studies or gets involved in the implementation studies concerning needs and demands
- ◆ Solicits and services tours
- ◆ Develops citizen involvement programs, special events and special celebrations
- ◆ Takes the lead in providing hospitality training for employees
- ◆ Assists in locating and obtaining federal and state funds
- ◆ Staffs welcome centers
- ◆ Provides support staff for conventions and special events

Leadership, whether volunteer or hired, should be responsible at all times to a policy making group or board. The leader shares suggestions, perspectives and recommendations with the board. On the basis of that and other such information, the board makes ultimate decisions to guide the direction of the tourism organization. The leader then implements plans and policies to comply with the board's decisions.

In summary, no one type of organization or leadership is better than another. Traditionally, the resources available, the organizational structure in the community, the strength of the Chamber of Commerce, and/or the confidence in the local elected officials impact development of the organizational process.

Leadership Roles

Roles in providing leadership for a local tourism organization are almost as diverse and numerous as the cities offering tourism programs. The

delegation of tourism planning and development is determined by the organization assuming the leadership role. The following exemplify those activities and responsibilities that depend on the organization assuming the leadership role.

Leadership Roles of the Tourism Organization (When Functioning as a Separate Organization or a Part of the Chamber of Commerce)

Gaining Public Support or Awareness

Create community awareness and acceptance of tourism through public information activities including: news articles, editorials and public speeches, to demonstrate the positive effects of tourism to local residents.

Keep all those involved in tourism aware of current and future plans and maintain high levels of identity and motivation through the use of newsletters, newspapers, radio and television to publicize the activities and achievements of those involved in tourism.

Promote and support local, state and federal legislation beneficial to tourism. Maintain a harmonious relationship with local political officials and both state and national legislators.

Gain support from facility and service providers, such as hotels, motels, restaurants and service stations.

Coordination

Develop a tourism staff having technical knowledge of tourism, the ability to relate to others effectively and a commitment to the tourism program.

Establish short and long range goals and map out plans to achieve them.

Coordinate independently managed attractions and events in tourism development and promotion.

Develop programs to measure tourist satisfaction with attractions, events, support facilities and services such as hotels and motels, restaurants, service stations and other businesses serving tourists.

Work to achieve a feeling of unity through the development of goals that appeal to broad community membership, particularly where local, regional or state tourism programs may be adversely affected by sectionalism, provincialism and jealousy. Organizational activities must include representatives from all groups.

Operation

Seek funds from local, state and federal governments and private resources.

Provide and direct visitor information centers.

Attract conventions, sporting events, cultural performances and other gatherings, by working with those in charge of local, state and national organizations.

Research the impact of tourism on the local community.

Promotion

Prepare and coordinate advertising and promotional pamphlets, and brochures.

Direct the preparation of feature stories about local tourism for newspapers, journals and/or travel magazines to name a few.

Develop close working relationships with broadcast and print media to assure thorough coverage of tourism projects, events and attractions.

Promote local tourism through activities with professional travel associations, attendance at travel shows, working with professional travel brokers and advertising in national travel magazines.

Leadership Roles of the Chamber of Commerce (When There is a Separate Tourism Association)

Gaining Public Support or Awareness

Encourage chamber members to actively participate in the development, promotion and operation of the community's tourism program.

Develop community publicity materials that relate community economic development to the tourism industry; and the success of a tourism program to overall community development -- economic, social and cultural.

Coordination

Create a committee or council to advise the tourism association and to present chamber interests.

Develop membership that includes representatives from the economic, political, social, historic, cultural, educational and religious interests in the community.

Operation

Develop, if not otherwise provided for, a visitors information center.

Work with local government to provide adequate rest areas and related facilities for visitors and tourists.

Promotion

Participate in regional and state programs to promote tourism.

Leadership Roles of Local Government (When the Tourism Association is a Part of Chamber or Separate Organization)

Operation

Provide zoning ordinances and building codes that facilitate the development of tourist attractions, protect historic structures or sites and provide maximum assurance against alienating citizens.

Implement ordinances that tend to maximize the effectiveness of

advertising signs without detracting from the scenery, tradition, decor or heritage of the community.

Establish regulations that protect important resources for local residents, for example, scarce water supplies.

Provide ordinances for effective crowd control to minimize disturbances which would be distasteful to both local residents and tourists.

Provide, or work with other community organizations to provide, adequate rest areas and related facilities.

Develop effective parking and traffic controls to minimize congestion.

Landscape public areas to enhance the beauty and attractiveness of the community for both tourists and local residents. Provide adequate waste management.

Give adequate financial support to the community's tourism program, such as the implementation of a lodging tax for funding the local tourism association.

Citizen Involvement

Successful tourism development has the support of the citizens in that community. Many people feel that citizen participation complicates the planning and implementing process, but this is a short-sighted philosophy. While citizen participation may cause delays and frustrate leaders initially, in the end it will pay off in dividends such as majority support for the development of new facilities and attractions.

Citizen participation does not substitute for having experienced, trained, specialized professional involvement, but it is essential. Leadership must enlist the support and blessing of those who seem untouched by the tourism development process.

Leadership Education and Training

To a large degree, leadership is a learned behavior; the ability to supervise and follow-up can and must be learned or developed. While the tourism planning and development process is often initiated by citizens having vested interests, the total process is generally not carried through and implemented by those people in the leadership role. Leaders must be able to plan, organize, motivate, communicate and exert influence, but they also must have technical knowledge about the tourism industry. Such knowledge comes from direct experience, from contacts with fellow tourism leaders, through observation of successful tourism programs in other communities, and through affiliation with professional and trade associations, and other tourism-related activities.

Membership in professional tourism organizations can be very beneficial because such organizations hold regularly scheduled meetings that include both workshops and exhibits that spark new ideas and encourage new approaches to leadership in the tourism industry. Such organizations include: Travel Industry Association of America; Society of American Travel Writers; National Tour Association; Amusement Business; Leisure

Attractions Division; National Park and Recreation Association; American Automobile Association; United States Chamber of Commerce; American Society of Travel Agents; American Society of Association Executives; and the Travel and Tourism Research Association.

In addition to the above organizations, state or regional tourism associations can provide important contacts to promote awareness of how state or regional support programs are organized or funded, as well as who wields influence that affects the availability of state or regional resources.

Although not a short-term solution to leadership training and education, a number of formal education programs that can enhance leadership ability in tourism planning and development are available at colleges and universities. Universities now grant degrees in tourism related studies. Vocational schools in local colleges offer courses in travel and tourism. Numerous short courses and seminars are now offered to help the volunteer or professional leader remain on the cutting edge of trends and issues in the fast growing travel and tourism industry.

Organizational requirements imposed from regional and state agencies may also influence the type of tourism organization developed.

The functions of leadership vary little from agency to agency or responsibility to responsibility. Basically they are to:

- ◆ Assist in the planning process
- ◆ Gather data on the alternatives
- ◆ Help analyze the alternatives
- ◆ Share the responsibility of selecting alternatives
- ◆ Share the responsibility for implementing alternatives
- ◆ Establish reporting procedures
- ◆ Evaluate selections made

While full-time leadership is certainly desirable, it is probably not within the capacity of many small communities, particularly in the early stages of tourism development. Full-time leadership, if acquired, should be responsible to a policy-making board or citizen group, and should be encouraged to pursue as many educational opportunities as possible in the area of tourism planning and development.

CASE STUDY

SOUTHERN OHIO: TOURISM DEVELOPMENT

by CONGRESSMAN TED STRICKLAND
6th Congressional District, Ohio

The Ohio 6th Congressional District is made up of fourteen counties stretching from east of Cincinnati and south of Columbus to the Kentucky and West Virginian borders. Twelve of these fourteen counties have been designated by the federal government as part of the Appalachian Region. This part of the country can be identified by a high poverty rate, chronic unemployment, deficient or non-existent infrastructure, and a structurally weak economy.

The smokestack industries of the past have disappeared. Mining in Southern Ohio has been severely impacted by competition and the Clean Air Act, and prospects for new major employers in the region are dim. Much of the region does not have the geographical makeup needed to enable industry development. I recently found myself defending the Piketon Uranium Enrichment Plant, the largest employer in my district, employing about 2,000 workers.

So where do these facts leave the people of Southern Ohio? We live in a beautiful part of the country, rich in all kinds of history -- from Native Americans, to the Industrial Revolution, to the Civil War, and beyond. It has an abundance of natural resources, including the Wayne National Forest and the Ohio River. The people of Southern Ohio are looking for opportunities to create a better future

for their children and grandchildren.

My wife, Frances Strickland, who acts as my unpaid Chief of Staff, was the one with the real vision for tourism development. Soon after I took office, Frances organized a group made up of a single representative from each of the fourteen counties of the 6th district. These representatives were either local tourism officials or economic development officials from within each county.

The first task was overcoming negative attitudes towards tourism from within the group. One economic development official stated that he would "rather dig worms for guys from Cleveland" than take a job that pays tourism wages. Despite this perspective, meetings were held once a month for several months to establish the goals of this newly formed tourism working group, assessing what Southern Ohio has to offer and where more work needs to be done in tourism. These deliberations led to a decision to hold a Tourism Ideas Summit.

Nearly 300 business leaders, bankers, and economic development officials attended the summit. The United States Under Secretary of Commerce for Travel and Tourism, Greg Farmer, joined us as our keynote speaker, addressing many of the concerns and doubts, including the costs and benefits

of tourism promotion, whether tourism jobs would create sustainable living wages, and the need for regional cooperation.

There were several outcomes to the summit. Those with doubts about the significance of tourism to our region are now "on-board" to help advance this industry. Those who were already "on-board" are now taking greater leadership roles in promoting Southern Ohio tourism. Economic development and tourism officials now understand that travelers are more likely to move through the region than to stay at any single place for extended periods, and they are rethinking their strategies to accommodate this new understanding.

This movement has created a solid launching point for tourism development in the region, and the beginning of strong leadership development. Pike County commissioners recently voted to spend \$2,500 to test market tourism in their county, a clear step towards tourism leadership.

By working together, business representatives at all levels have begun looking at tourism development as a viable economic benefactor for Southern Ohio. Through this effort, individuals have begun to emerge who will act as leaders in accomplishing the aggressive goals established by the people they represent. Tourism works for Southern Ohio.

SECTION II: GETTING ORGANIZED

Many individuals, groups and communities are interested in developing and promoting tourism. The focus of this chapter is on those small to moderate sized rural communities that haven't undergone major tourism development. This section is designed to introduce the tourism industry in a non-technical fashion, so even those with no tourism background or training can understand how the different tourism pieces are related to each.

Some of the questions that will be addressed include:

- ◆ Do the visitor centers in your area carry information about the attractions nearby?
- ◆ Do facilities for particular activities bring people to your area?
- ◆ What do the visitation trends at the nearby state park tell you about what you can expect in the future?

- ◆ Is your community known for its history? gardens? recreation? antique shops? crafts? special food? music? an unusual collection of farming equipment? Festivals and special events? Interesting factories or farms?
- ◆ What are the local traditions that may be of interest to visitors?
- ◆ Is your town focused on something special that can be promoted?

The guidelines presented will lead you on a path of discovery that will not only help you assess the tourism potential of your community or business, but will form a valuable resource for you when you do any subsequent market analysis or feasibility study.

Whether you are contemplating a new tourism business, or have just been appointed to the community planning commission, your chances of "making it" or "not making it" are tied closely to understanding tourism in your area.

CHAPTER 4

CONDUCTING A TOURISM INVENTORY

Identify Assets and Liabilities

Before you can begin promoting your community, you must first identify what to promote, who your market is, and how to promote it.

Start by determining your current status. Identify your community's strengths and weaknesses, existing visitor markets and any other factors influencing tourism in your area. Completing this analysis will help you discover your unique selling points.

Look at your community through the eyes of a visitor. Some of the resources you take for granted may be the very things visitors find enticing. Also, remember to think on a regional basis - attractions outside your community may be drawing visitors to your town.

Your inventory might include:

- ◆ Cultural/historical opportunities
- ◆ Attractions
- ◆ Scenery
- ◆ Hotels
- ◆ Outdoor activities
- ◆ Restaurants
- ◆ Events/festivals
- ◆ Hospitality
- ◆ Shopping opportunities
- ◆ Accessibility (air service, roads)
- ◆ Infrastructure

Once a tourism development inventory has been completed, identify any missing components within the categories that are needed to support or strengthen the existing tourism industry. What needs to be built, developed, fixed up, or put together before visitors can truly enjoy the community attractions? These missing links are the development needs within your community. List these development needs by category and prioritize those which are most important to tourism growth.

The following questions will provide your community with a starting point in taking an inventory. As these questions are answered, think in terms of what features make them unique and therefore potentially inviting to visitors. (There will be other questions to ask, and they will surface as you proceed through this exercise.)

- ◆ What are the natural attractions?
Water- and land-based, beaches, caves, fall foliage, gems, geological formations, mountains, wilderness, or wildlife
- ◆ What are the man-made attractions in the community?
Amusement parks, arenas , battlefields, campgrounds,

covered bridges, guest ranches, golf courses, health resorts, museums, national parks. specialty shops, theaters

- ◆ What festivals and special events occur? How are they spread out over the calendar? If they tend to cluster around a certain season, you may want to think about organizing or promoting a festival or other function during slower seasons. Watch for holidays and other spots on the calendar that may be a popular time to take short vacation breaks.

Air shows, auto races, concerts, ethnic celebrations, music festivals or performances, historic re-enactments, regattas, rodeos

- ◆ What recreational activities are available?

Biking, boating, camping, fishing, golf, hiking, mountain climbing, sailing, swimming, tennis, water skiing, white water rafting

- ◆ What cultural traditions exist?

Music, traditions around holidays celebrated in a special way, special "claims to fame"

- ◆ What human resources are available to the community?

Arts councils, chambers of commerce, civic groups, historic

societies, naturalists, retiree groups, visitors center(s)

- ◆ What services and infrastructure are currently in place?

Motels/hotels, bed & breakfasts, restaurants, golf course(s), tour operators, local maps and brochures, language bank(s), currency exchange(s)

On the following pages examples of inventory worksheets have been provided. Feel free to add or delete categories based on local assets as you work through the data collection process.

It may help to think of hosting guests as this inventory is completed. If you wanted to show off the outstanding services in your community, what would they be? In other words, what places best reflect the type of image you want travelers to see?

Once the inventory is complete, you will have a clear picture of what your community has to offer potential visitors. You should also be able to pinpoint those areas of your community that need immediate or long-term improvement in order to take best advantage of the tourism industry as a means of economic development.

Worksheet 1A: Inventory of NATURAL or SCENIC Attractions

NATURAL or SCENIC Attraction	Attraction exists rate 1-5	Area has potential to develop the attraction in 1 yr? 3 yrs? 5 yrs?	Description/ Notes/Problems
Bayous/Bogs			
Beaches			
Bird watching sites			
Canyons and gorges			
Caves			
Cliffs			
Climate			
Fall foliage			
Farms, agriculture, aquaculture			
Fishing streams and lakes			
Forests			
Botanical gardens			
Geologic formations			
Hiking trails			
Hills			
Hot springs			
Lakes			
Marshes			
Mineral springs			
Mountains			
Nature trails, photography, biking			
Open space			
Orchards and vineyards			
Parks - national, state, local			
Picnic areas			
Quiet			
Rivers			
Sand dunes			
Star gazing			
Swamps			
Remoteness			
Views			
Waterfalls			
Wilderness			
Wildlife, natural settings, sanctuaries, zoos			

Overall assessment of Natural/Scenic Attractions			
<u>Excellent</u>	<u>Average</u>	<u>Poor</u>	
5	4	3	2

Worksheet 1B: Inventory of RECREATIONAL ACTIVITIES

RECREATIONAL ACTIVITY	Attraction exists rate 1-5	Area has potential to develop the attraction in 1 yr? 3 yrs? 5 yrs?	Description/ Notes/Problems
Amusement parks			
Archery			
Ballooning			
Beachcombing			
Biking			
Bingo			
Bird watching			
Boating			
Bowling			
Bungee jumping			
Camping			
Canoeing			
Fishing			
Fossil hunting			
Gambling			
Golf			
Hang gliding			
Hiking			
Historical villages			
Horseback riding			
House boating			
Hunting			
Local specialty foods			
Picnicking			
Racing and regattas			
River tubing			
Rock hunting			
Sailing			
Scuba diving			
Shopping			
Skeet shooting			
Sporting events			
Swimming			
Tennis			
Trap shooting			
Water skiing			
Water parks			
Windsurfing			

Overall assessment of Natural/Scenic Attractions

Excellent	Average	Poor
5	4	3

(1 = Poor)

Worksheet 1C: Inventory of CULTURAL or HISTORIC Attractions

CULTURAL or HISTORIC Attraction	Attraction exists rate 1-5	Area has potential to develop the attraction in 1 yr? 3 yrs? 5 yrs?	Description/ Notes/Problems
Archaeological sites			
Art galleries			
Antique and craft shops			
Battlefields			
Birthplaces or homes of famous people			
Burial grounds, native folklore			
Cemeteries			
Ceremonial dances			
Churches			
Civil War enactments			
Conservatories			
Costumed events			
Early settlements			
Ethnic celebrations, exhibits			
Famous historical bldgs, towns			
Folk art collections			
Ghost towns			
Historic districts or towns			
Historic homes			
Historic railroads and trains			
Native American culture			
Landmarks			
Lumber camps			
Mansions			
Memorials			
Mines			
Missions			
Monuments			
Music			
Museums			
Newsworthy places			
Old forts			
Railroad stations			
Re-enactment of historical events			
Ruins			
Theaters			
Universities			

Overall assessment of Cultural/Historic attractions

Excellent	Average	Poor
5	4	3

Worksheet 1D: Inventory of **SPECIAL EVENTS**

SPECIAL EVENT	Attraction exists rate 1-5	Area has potential to develop the attraction in 1 yr? 3 yrs? 5 yrs?	Description/Notes/Problems
Agricultural fairs			
Air shows			
Animal shows			
Antique and collectible shows			
Art shows/Studio Tours			
Auto shows			
Ball games and tournaments			
Barn dances			
Bicycle tours/races			
Blessing of fleets			
Card tournaments			
Christmas festivities			
Comedy contests, clowning			
Craft shows			
Dancing - barn, square, etc.			
Drama productions			
Farm tours			
Festivals			
Fishing tournaments			
Flower shows or festivals			
Food festivals			
Harvest celebrations			
Hobby shows			
Home tours			
Holiday celebrations			
Living history festivals/pilgrimages			
Music festivals			
Pageants			
Parades			
Photo contests			
Queen coronations			
Quilting			
Races - auto, motorcycle, boat, horse			
Religious celebrations or observations			
Rodeos			
Specialty food tasting events			
Tractor pulls			
Triathalons			
Winery tours and tasting rooms			

Overall assessment of Special Events

<u>Excellent</u>	<u>Average</u>	<u>Poor</u>
5	4	3

 2 1

Worksheet 1E: Inventory of OTHER ATTRACTIONS

OTHER ATTRACTIONS	Attraction exists rate 1-5	Area has potential to develop the attraction in 1 yr? 3 yrs? 5 yrs?	Description/ Notes/Problems
Aquariums			
Arenas			
Ball parks			
Bakeries			
Boats - ferry, show, sail			
Buildings - unusual			
Candy factories			
Children's park			
Churches			
Dams and power stations			
Family reunions, historical, political			
Fish hatcheries			
Food-processing plant tours			
Fur trappers			
Government buildings			
Handcraft/home craft industries			
Harbors			
Health springs			
Industrial plant tours			
Local 'oddities'			
Libraries - special collections			
Lumber camps			
Military installations			
Most remote spot			
Murals			
Night clubs or 'watering holes'			
Nuclear power plants			
Observation towers			
Planetariums			
Unusual restaurants			
Roadside parks, produce stands			
Settings for movies			
Shopping centers			
Souvenir and curio shops			
Swimming pools			
Storytelling			
Theaters			
The biggest "something"			
The first or only of its kind			
The smallest "something"			
Windmills			
Woodcarvers			

Overall assessment of Other Attractions

Excellent	Average	Poor
5	4	3

CASE STUDY

SOUTH DAKOTA: DEVELOPING THE OYATE TRAIL

by SUSAN EDWARDS
South Dakota Department
of Tourism

The following information is a synopsis of the road to redevelopment of the southern route to the Black Hills in South Dakota along South Dakota Highways 18 & 50. The proposal was to market the route as a corridor rich in art, history, culture and natural resources. Leaders in rural and tribal communities along the route were inspired to use tourism as an economic development tool.

There are two essential elements of this redevelopment: local initiative and local control. To show the unity of the people along this route, the name Oyate Trail was chosen. Oyate in Lakota means "trail of nations."

Partners in the project have been the ten counties and rural and tribal communities along the route, plus the South Dakota Arts Council. After the counties and communities put a shopping list and inventory together, the consultants weighed the economic potential of the sites and made recommendations. Others involved include the Department of Transportation, National Endowment for the Arts, and the SD Rural Development Council.

Recommendations include:

1. Designate Oyate Trail as a state and national Scenic Byway.
2. Develop Wounded Knee Massacre Site as a National Park.
3. Develop an Oyate Trail identity program including a Native American symbol for use as a logo and in signage.
4. Mark the full length of the route and include the Oyate Trail symbol.
5. Establish new Oyate Trail visitor/rest centers in Vermillion and Hot Springs.
6. Encourage appropriate signage for the Trail with oversight by the Department of Transportation.
7. Improve shoulders of the Trail between Historic Fort Randall and the intersection with US Highway 281 to provide safe pull-off areas for scenic viewing.
8. Improve roads on Pine Ridge Reservation.
9. Mark connecting routes between Oyate Trail and North Highway 12 and US Highway 20 in Nebraska.
10. Mark Oyate Trail tour loops.

- 11. Create a formal organization structure to guide and coordinate marketing, promotion, and development efforts.
- 9. Resource Presentation and Interpretation at museums and visitor centers.
- 10. Tour Development ... historic district city tours, site to site tours etc. Initial tours should be very close to the route (3-4 miles off) until markets are established. Tour operator fam tours need to be pursued.
- 11. Identify trainers and consultants for advice and training in such things as hospitality training, museum displays, gift shop development, and brochure development.

Organization Development Needs:

- 1. Working name is Oyate Trail Tourism Association (OTTA).
- 2. Membership should include all public and private individuals and groups.
- 3. Educate residents on need to plan and manage existing and new tourism resources.
- 4. Board of Directors needs to provide policy guidance to an Executive Committee (9 to 11 members).
- 5. Volunteer Task Forces for promotions, event planning, etc.

The NEXT STEPS include:

- 1. Trail Identification Program ... this is critical.
- 2. Inaugural Program ... media event or series of events.
- 3. Visitor Center Development.
- 4. Scenic Byway Designation.
- 5. Oyate Trail Promotions ... travel writer fams (hook-up with state writer fams or do own).
- 6. Tourist Information Materials.
- 7. Events Promotion ... coordinate and promote events along the Trail with an events calendar for free distribution.
- 8. Museum Gift Shop Development ... include all that are particular to Indian artisans and ethnic heritages along the Trail.

The Trail has many marketable resources, which an inventory helped identify. Some are well established such as Mammoth Site, Wind Cave National Park, the Shrine to Music Museum and the W.H. Over Museum. A few of the cities have a concentration of resources, such as water-based recreation, shopping opportunities and museums.

CHAPTER 5

ASSESSING YOUR PRODUCT AND MARKET

Accurate information is essential to make sound, logical decisions. This chapter will show you how to design and implement methods to collect the information you need for the many decisions involved in tourism planning and development. Whatever your community's stage of tourism development, you will need answers to the following types of questions:

- ◆ What features of your area are most attractive to visitors?
- ◆ What are the demographic characteristics of people who visit your area?
- ◆ What impact (income, taxes, employment, social, support structures) does or will tourism have on your community?
- ◆ What methods of promotion are most effective in attracting new visitors?
- ◆ Are tourists satisfied with their experiences in your community?
- ◆ What is the community already doing for tourism development?
- ◆ What do members of the community want to do in the future?

Your first informal analysis of the role tourism plays in your community will lead to the formation of questions that may be addressed in a more systematic way.

Collection Programs

Any tourism area should have a regular program for collection and evaluation of tourism information. Three categories of information should be included in a typical program: Continuing sources, regular and irregular sources, and periodic sources.

Continuing data sources provide regular measurement of tourism activities. Once a system is established, these data sources are relatively easy and economical to operate. They are of value for two reasons.

First, they signal any changes in the tourism program. If changes occur in numbers, types of visitors or in their reactions to the area's services, your continuing data source should indicate these changes. Further analysis and evaluation can be conducted and potential problems corrected.

Second, they provide data that may be utilized periodically for specific analysis. Many tourist areas have found data collected as part of an ongoing program to be valuable in making future decisions. For example, continual monitoring of tax receipts could be used at a future date to show how tourism has increased revenues.

Continuing data collection efforts may include:

- ◆ Counts and self-administered questionnaires of people visiting welcome centers, rest stops, major attractions
- ◆ Tax receipts
- ◆ Zip code collection of all people going through admission booths
- ◆ Confidential occupancy of motels/hotels

Regular and irregular data sources include:

- ◆ Advice, data and reports from other communities, state office of tourism, state travel council, universities, Travel Industry Association of America, USTTA
- ◆ Airport passenger counts
- ◆ Highway Department road counts

These sources are valuable but not always available because the research or data collection was initiated by other organizations. Advice and information from other communities, your state travel office, or the state highway department may have great benefit to the community. Efforts should be made to determine if these sources are available and, if so, how to use them.

Periodic sources of information are also needed to evaluate the tourism program and potential changes in it. These sources include:

- ◆ Visits to similar and neighboring tourist areas
- ◆ Exit studies from attractions
- ◆ Visitor surveys

- ◆ Expenditure diaries
- ◆ Studies of tourist attractions, number of visitors, their destinations, other attractions visited
- ◆ Traffic counts
- ◆ Trends in length of stay in area (survey or lodging records)

Evaluation using these sources is periodic because (1) the process is too expensive and/or difficult for continual collection (such as a survey of potential tourists in their residences) or (2) minimal change in information is expected over short time periods (such as a study of length of stay in the area based on lodging records). Periodic data sources are easy to neglect or postpone.

The collection and evaluation of your tourism product and market information is difficult and time consuming. An effective process requires coordination and careful management. Who should initiate the surveys or inventories? Ideally, your community should select an individual or team of specialists who are familiar with data collection methodology, the tourism industry and, if possible, familiar with your region.

- ◆ A chamber of commerce, service or civic group, unit of local government (such as city parks and recreation department), or local development organization may initiate and conduct the surveys or inventories.
- ◆ Private consulting firms and/or faculty from your local college or university might be employed by your community.

- ◆ High schools, colleges and universities also may be able to provide students to conduct needed surveys.
- ◆ For larger samples, computer assistance in tabulating results may be necessary.

If you cannot afford to hire consultants or the services of a local college or university are not available, this manual is designed to help you collect data on your own. You will not use every section at any one time; the methods vary in sophistication from the very simple to the more complex. In all cases, the processes indicated are geared to the level of the nonprofessional researcher.

Types of Data Collection

Methods vary from counting tickets or license plates to designing professional surveys that would determine the lifestyle of visitors. Three types of data collection techniques will be discussed: desk research, observation, and survey research.

Desk Research - Sometimes called "secondary source research" or "literature review," desk research is simply an effort to profit from information collected for other purposes. It makes sense to review what is already known about tourism in general, and your area in particular, before investing the large amount of time, effort and money to collect new data. If, for example, studies from different parts of the United States have consistently demonstrated high tourist interest in adequate hotel/motel accommodations at

reasonable prices, it is likely this requirement will also apply in your area. Or, if you regularly collect taxes on hotel rooms, it is expedient to use the amount of tax collections as an indicator of present tourism activity.

Examples of secondary sources and kinds of information they can supply are:

- ◆ USTTA - Survey of International Travelers. Consists of two series: 1) *Overseas and Mexican Visitors to the U.S.* and 2) *U.S. Travel to Mexico and Overseas Countries*
- ◆ U.S. Travel Data Center (Washington, DC) - survey of state travel offices
- ◆ State travel offices - economic impact and visitor profiles
- ◆ Regional planning agencies - socio-demographic data
- ◆ Travel association sources - dollars spent for particular tourism activities
- ◆ Local and state departments of revenue (tax collectors) - projections of tourism revenue
- ◆ Private organizations - economic and other tourist-induced impacts

In surveying sources of data, including census data from the Department of Commerce, you may want to use the following categories.

In total, these account for most of the tourist expenditures in the Standard Industrial Classification (SIC) system:

Classification Number	Topic
581	Eating and Drinking
701	Hotels, Tourist Courts, Motels
554	Gasoline Service Stations
794	Sports Promotion, Amusements, Recreation Services (commercial sports)
599	Retail Stores Not Classified Elsewhere
783	Motion Picture Theaters
792	Theatrical Producers, Bands, Entertainers
702	Rooming & Boarding Houses
721	Laundries, Cleaners
703	Campgrounds and Trailer Parks

Observing Behavior - Observation implies that people are watched or observed to determine their behavior. Naturally, this method only tells you what people do; it does not tell you reasons for their actions.

Observation techniques include the use of observers on site. Various television or photographic recording devices may also be used. The nonverbal communication of a disgusted look or one of immense pleasure may be worth more than any series of questionnaires. This method is based on observing the behavior of the tourists to get a feel for what they are indifferent to, enjoy or dislike. The impression gained will assist you in planning additions or changes to remedy problem areas. This important source of information should not be overlooked.

Counting Methods - Most attractions can easily employ counting methods to obtain an accurate count of the amount of usage, such as the number of tourists that come to an attraction or use a particular path. The data is based on such things as gate receipts, turnstile revolutions, or parking spaces used. Counting associated with cars can also be combined with noting license tags to get an idea of tourist origin. At one time, Michigan state park personnel calculated total water consumption in toilet facilities as an indicator of park use. Other approaches have included magnetic sensing of snowmobiles on trails, counters on various roadways to measure traffic flow, and aircraft for counting and classifying use in remote areas (camping, canoeing, hunting, fishing, hiking). One innovative approach is to employ devices that automatically photograph the licenses of passing vehicles. Unobtrusive photoelectric cells can be used along pathways and other out-of-the-way places to count passing visitors. Students and other local people can be hired (or volunteers solicited from scouts or other organizations) to do manual counts at various places. State and federal groups (National Travel Surveys or the Bureau of Census) often undertake surveys that supply additional sources of counting data.

Counting techniques can be relatively inexpensive when existing check points are employed.

- ◆ Turnstiles, for example, with built-in counters can be read daily by managers, gate keepers or security guards and recorded in a log.
- ◆ Ticket sellers can record daily ticket sales.
- ◆ Security guards at entrances can be provided with inexpensive mechanical counters to keep count of visitors.
- ◆ Volunteers could be solicited, or individuals such as students could be hired to do counting, which can be boring. Sophisticated counting equipment is expensive when many sensors and monitoring devices are used. However, when frequent and numerous countings are required, the trade-off in accuracy, dependability and eventual cost may favor automation.

A limitation of the counting method is the fact that non-tourists use tourist facilities. The inflated counts must be adjusted. One community monitoring tourism at a state capitol used counts based only on those who took the guided tours. Of course, this counting would miss those tourists who did not take the guided tour but did visit the capitol. Traffic counts also have to be adjusted for local and repetitive types of traffic. Concern for this type of inflation in counts emphasizes another important feature of accurate counting. Counting should be done on an on-going basis to give accurate daily, weekly and monthly data.

Survey research is more sophisticated than either desk research or observation/counting methods in terms of the process and the potential uses of the results. While it may be sophisticated, such research can yield very useful information about tourists and their touring habits. Such information includes:

- ◆ Origin
- ◆ Destination
- ◆ Number in party
- ◆ Number of days in the area
- ◆ Types of transportation used
- ◆ Amount of pre-planning for trip
- ◆ Attractions visited
- ◆ Events attended
- ◆ Most preferred attractions or events
- ◆ Evaluation of attractions and events visited
- ◆ Complaints
- ◆ Purpose of visit
- ◆ Repeat visits
- ◆ Types and locations of accommodations used
- ◆ Length of trip (distance and time)
- ◆ Constraints on travel
- ◆ Personal influences (people who recommended area, people who discussed the area)
- ◆ Impersonal influences (advertising, promotion)
- ◆ Use of tour operators, travel agents, etc.

A survey can reveal information about the traveler:

- ◆ Demographics (age, sex, income, education, occupation, composition of travel party, etc.)

- ◆ Activities, interests, opinions, values
- ◆ Sources of information normally consulted when planning a trip
- ◆ Special needs of the travelers with disabilities, language or cultural needs

If you decide to proceed with survey research and the funds are available, the easiest and probably most satisfactory solution is to turn the project over to a professional marketing research organization. Bradford's *Directory of Marketing Research Organizations* briefly describes the age, size and expertise of some firms, or, in larger cities, check the Yellow Pages for "Market Research and Analysis." Other organizations may be found through inquiry at universities and state travel offices.

In selecting a researcher, remember that "a clear statement of the problem is often two thirds of the solution." Exploratory investigations or pilot studies may be undertaken to determine the feasibility of a particular research design, but no major financial commitment should be made until both client and researcher have a clear, detailed, written understanding of the study objectives, sampling procedures, research methods, timing and cost.²

If the funds to hire a professional research organization are not available, you may have to rely upon volunteers or

students to plan the research design, conduct interviews and analyze the findings. It is essential that the research design specify an analysis plan before data collection begins. It is a common failing among non-professional researchers to collect a "kitchen sink" of unrelated data, and then expect a professional to "analyze" the results so that they make sense. Remember that the research design is like a construction blueprint for your home: unless you know exactly what the final result should be, it is unlikely the project will be one in which you can take justifiable pride.

Informal Surveys

The first data collection begins through informal interviews with community leaders, officials and visitors. Well-placed phone calls and friendly visits over coffee are an economical and efficient approach to data collection. These informal polls can lead to useful information and quickly give some overview of the tourist activities of the community. However, even community leaders and others contacted can be misinformed when it comes to actual tourism impact.

The methods discussed below should be used to obtain a more accurate analysis of attitudes and awareness of the role of tourism in a community. In sum, the informal approach is a good place to begin to get an overview of community tourism development. The information collected can assist in developing future questionnaires and interviews.

²A more complete explanation of this point, together with control forms, may be found in "Authorization Control, and Evaluation of Marketing Research Projects," by Dik Twedt, *Journal of Marketing Research*, February 1975, 86-92.

Suggestion Boxes - Suggestion boxes are a way to begin extracting information on visitor satisfaction with services and attractions. It is relatively inexpensive and often overlooked. Supplied with pencils and pads and perhaps a few leading questions such as "What can we do to improve _____?" can provide feedback. Perhaps a promotional "gimmick," such as the person with the best suggestion of the year winning a free vacation, would help in the quality and seriousness of the suggestions elicited.

Ideas from suggestion boxes may also be used in developing questionnaires and interviews for survey research on tourism. Insights gained through a technique not designed to provide a representative unbiased sample may be useful in creating questions for further inquiry.

Bias

Two common errors of non-professionally trained researchers is to incorporate (often unintentionally!) bias into selection of the sample, and bias in wording or sequence of questions asked. Bias may be difficult to detect, but its presence in a research project can lead to wrong conclusions. A classical example of sampling bias occurred in the 1936 *Literary Digest* political poll, in which the pollsters mistakenly predicted the election of Alfred Landon as president of the United States. The sample size was impressive, exceeding 100,000 telephone calls. Because the sample was chosen from telephone directories

(in the depression year of 1936, Democrats who were more likely to vote for Franklin Delano Roosevelt were much less likely to afford a telephone than were Republicans), there was a systematic bias against including enough Democrats for the sample to be representative. Similarly, it is necessary that the sample of tourists be representative of those who do come, or might come, to your area.

The wording of even a simple question may have a substantial effect on the answer. In *The Art of Asking Questions*, veteran pollster Stanley Payne points out that if it were necessary to sort out visitors to New York City from ... "those who live there, the question, Do you live in or near New York City? could yield quite different answers from the less biased question, Where do you live?"

Whether the interviewing is to be done by a professional research organization or by volunteers, it is very important that a pilot test precede the main research effort. In a pilot test, a small number of interviews (often about 25) are conducted to determine if respondents understand the questions, and are willing to cooperate by giving answers. The pilot test should be used to question people similar to those to be surveyed.

Developing Questionnaires

One of the better ways to develop a questionnaire about tourism opportunities is to review what other researchers have done who faced a similar task. It may be that you will find a research project with objectives very

similar to yours, and the research design and questionnaire can be adapted with relatively minor changes. If this is the case, not only have you saved time and energy, but if you have a copy of the first report, you have a basis for comparison of your findings with those of the previous study.

If it is necessary to start from scratch, you will find it useful to write down (on 3" x 5" cards) the various information elements you are hoping to find. Do not worry about the precise wording. The reason for the cards is that, in most questionnaires, question sequence can be crucial. Having the questions on cards makes it easier to develop the best question order.

Since more marketing research reports are based upon data tabulations, it is useful for the researcher to determine in advance of data collection the exact format of the tables, together with appropriate headings for both columns and rows. It may also sharpen your critical analysis if you fill in the blank tables with hypothetical data and then ask yourself the question, "What would I conclude if these were my actual findings?"

In all survey research, remember there is a major difference between exploring and concluding. Exploratory research is done to search for ideas and relationships you may not have considered. Conclusive research is done to describe a current situation or to test an idea or plan. It is very important that your conclusions be projectable to a given segment of customers. This is why it is common

practice for researchers to begin consumer research projects with tape recorded discussions of small consumer groups with as few as four or five people. The purpose of this exploratory step is to see how people think about a topic, to find out what things are most important to them, and to suggest to the researcher concepts that will later be tested on larger, more representative samples of consumers. They should be selected to assure your conclusion can be safely projected to a larger group.

The process of obtaining a reasonably representative sample of tourists needs to be explored. For many communities it is both a practical and financial impossibility to poll all of the tourists that pass through in a season. Select a sample that represents the group you wish to survey.

Selecting a Sample Group

How do you select a sample group? One technique is to systematically sample every tenth tourist. Another approach is to use randomization in sample selection. For example, when questionnaires are sent out using mailing lists derived from registrations, a certain number of names are selected at random by assigning numbers to names and then drawing numbers from a random numbers table or other method. Random selection eliminates the need to survey every individual.

Be aware of seasonal differences and if possible, select samples from all periods of the year. When the data is analyzed, you may find variation in types of tourists at different times in the

season. For example, a predominantly older tourist in early spring and late fall may not be interested in arcades, while younger people in mid-summer would be. In other words, there may be advantages to promoting certain attractions based on seasonal tourist profiles.

The basic principle in terms of how many samples are enough is that **the larger the sample, the less likely you are to make an error**. When possible, you should poll everyone. However, when dealing with thousands and perhaps millions, a sample of 500 to 1,000, when randomly selected, should give a fairly representative response.

Registration Methods

The registration method can be a fairly economical data source. Use of this method requires the tourist to complete a prepared form when entering an area or attraction. Registration forms provide visitor characteristic information such as:

- ◆ Zip code, state, county and city
- ◆ Length of stay
- ◆ Number in party
- ◆ Price of room
- ◆ Method of registration (travel agent, direct with hotel, walk-in, other)

Bias may occur in data analysis if all tourists do not fill out a registration card.

Although this form of registration is primarily used for lodging, it is also used in other ways.

- ◆ More and more parks are requiring registration.
- ◆ Some restaurants place guest registers at check-out counters.
- ◆ Service stations in a community could be of valuable assistance if they required a name and address for all out-of-town purchasers.
- ◆ Any attraction that maintains a controlled access can potentially set up a register.
- ◆ Travel information centers actively use various methods of tourist registration.

The registration form can be an employee-administered or self-administered questionnaire. In any situation that requires visitor check-in, you have a captive audience to whom many questions can be addressed. Some states, such as Hawaii, use agricultural customs types of registration to collect information on incoming and exiting tourists.

Questionnaires

There are three primary types of questionnaires: self-administered, telephone, and face-to-face. In all three methods, formal questionnaires are developed and used. In self-administered questionnaires, the respondent reads the questions and writes the answers on the questionnaire. In telephone and face-to-face questionnaires, the interviewer reads the questions to the respondent and records the answers.

Self-administered Questionnaires

These generally fall into two categories: those that are distributed, administered and collected on site; and those that are handed to or mailed to the tourist to be filled out and mailed back.

On-site questionnaires are easily administered and inexpensive.

Response rates are high, excluding those who do not want to participate or who do not have time to fill out the questionnaire. Those distributing and collecting the questionnaires should be polite, neat and enthusiastic enough to elicit high response rates, but not be so forceful as to turn off visitors.

Mail-return questionnaires have lower response rates since they may be destroyed or "lost with the luggage." Direct mail questionnaires typically also have lower response rates.

Although both techniques require mailing expenses (return postage should be paid), direct mail questionnaires have the disadvantage of incurring postage both ways.

Interviewing

The interviewer must not suggest answers to the respondents. This is a cardinal rule. Usually the best way for an interviewer to proceed is to follow the questionnaire exactly as it is printed, with no "explanation" of what a question means. If a follow-up question is used to get a more complete answer to the preceding question, it should be as neutral as possible: "Can you tell me more about that?" or "Anything else?"

In fact, one of the most useful tools used by professional interviewers is the "probe of silence" -- simply waiting quietly until you are sure the respondent has had ample opportunity to answer the question.

Telephone Interviews

This is becoming an increasingly popular method of gathering data. It has a certain immediacy, an ability to cover wide geographic areas at relatively low cost, and a high potential level of interview quality control. Individuals chosen for such a task should have a pleasant voice and be skilled in conducting interviews. At the same time, they should promote good will.

Face-to-Face Interviews

These can be conducted at the intended respondent's home, while the person is in transit to/from some attraction, at the attraction site as part of the registration, or by approaching visitors at the attraction. One ambitious community had interviewers approach individuals while their vehicles were being serviced. Dining or lodging places also could serve as sites. One site for face-to-face interviews that is least likely to annoy the tourist is travel information booths.

The major advantage of personal face-to-face interviews is that a great deal of in-depth information can be gathered from the respondent. However, the major disadvantage of this technique is the relatively high cost per interview.

In the face-to-face interview it is extremely important the interviewer be poised, informed, pleasant and professional. A check list of questions seeking specific answers as well as an assortment of open-ended questions is essential to good interviewing.

Evaluating Market Potential

Before your community can begin to plan for tourism, you must know your market potential. The best tourist development will be a failure without an identified market (potential visitors). Similarly, a mediocre tourist development can be very successful if it has a natural market and very little competition.

Market analysis is not limited to new tourism industries. Communities with an established tourist trade must evaluate market potential in order to plan for promotion, new attractions, new markets and new facilities. The process of determining market potential is complex because of the number of variables involved, including:

- ◆ The closeness of major population centers
- ◆ The availability and quality of transportation from population centers to your area
- ◆ The number of people traveling near your area
- ◆ The attractions you develop
- ◆ Other facilities that support your attractions
- ◆ The type of visitor you seek
- ◆ The promotional methods you use

- ◆ The price and other costs visitors must pay
- ◆ Your competition

When your market analysis has been completed, decisions such as these can be made:

- ◆ Planning which attractions should be improved
- ◆ Planning where and what kind of advertising can be used
- ◆ Planning priorities in development
- ◆ Planning for future development of private and public support services

Inventorying, selecting target market(s), profiling prospective tourists, and the other procedures involved in market analysis are also used in other phases of tourism development. For instance, undertake an inventory of attractions in order to compile a directory or community attractions brochure. The attitudes of people living in your geographical market might be studied in order to determine the image of your community. Estimates of demand provide a guide to future economic impact of tourism in your community. Also, the steps in market analysis will vary -- market analysis for new markets and attractions is slightly different from market analysis for existing markets and attractions.

Identification of Potential Target Markets

This section discusses the identification and selection of target markets, and answers the question "Who do we want

to come here as a tourist?" or "Who can we attract?". When you select a target market, you are choosing the types of visitors your area will try to attract. This is a major step in the planning of tourism development. The process for potential market identification is basically the same in considering either the domestic or international markets.

The decision to attract a certain target market determines both the type of tourism industry the area will have and the general strategy it will follow.

Target Market Identification

The final selection of a target market involves answering these questions.

- ◆ Where do your potential visitors live?
- ◆ What do they presently do as tourists?
- ◆ What do they want to do?
- ◆ How easily can they travel to your area?
- ◆ What attractions do you have to offer?
- ◆ What is your "marketing program?"
- ◆ What are your objectives?

There are two basic areas for identifying potential tourists: Geography and behavior.

Geography refers to where potential tourists live and where they presently travel. Behavior refers not only to how potential tourists act, but also to why they behave as they do, their interests, their values, age and family composition.

Behavior is often separated into two parts: Behavior-psychographics (i.e., what visitors like to see and do, what motivates them to travel, how they feel about travel) and behavior-demographics (age, family composition, average household income, etc.).

Psychographic studies take into account: Motivation, values, interests, activities and lifestyle. Demographics looks at the following: Age, marital status, number of children, age of children, stage in life cycle, education, family income, occupation, disabilities and health considerations.

Visitor characteristics affect several decisions the community must make regarding tourism. The geographic location of a community will influence the size of the potential target market and the area from which that market will be drawn. The location may govern the size an attraction needs to be to secure the desired market, the services necessary to support that attraction and the positioning of promotional efforts.

Behavioral factors associated with different groups of people affect the activity selected by a tourist. Such factors should be considered in the development or promotion of new or existing community tourist attractions. Behavior of the potential target market affects the choice of an individual, or a combination of attractions; needed support services; media selection; and consistent prices charged in the tourist area.

Geography

Travel distance and time are negative factors in the decisions of potential tourism customers, in both domestic and international markets, for several reasons. Many people consider the psychological and physical effort that is required to make a trip or journey, and distance can be perceived as a negative. Consumers want to reduce travel time, either by using more rapid transportation, or by going to nearby places. Also, people consider the economic cost of traveling when budgeting for a trip.

While travel time and distance are negative factors for potential visitors, the power of an area's tourist attractions may be a counteracting positive factor. Negative time and positive attraction factors are recognized widely as the two main variables that determine what potential customers choose to see and where they choose to go.

A place offering many attractions pulls people from a greater distance than a place offering few attractions. Many factors have to be considered in overcoming barriers. For instance, as transportation options are increased and improved (fly-drive packages), the potential of attracting visitors from greater distances also has to be considered. This effort is influenced by the reputation of the attractions and the availability of needed services. A single attraction, such as Old Faithful in Yellowstone National Park, only takes a few minutes to see. This attraction, however, is supported by hundreds of volcanic formations and phenomena

that would literally take days to see. The area also supports numerous forms of wildlife and other types of outdoor recreation. As a result, the area has become a destination area for tourists from all over the world.

When the attraction is limited by reputation, and the amount of time it takes to see and experience the attraction, the power of the attraction is lessened and may only appeal to special interest markets. For instance, a small town of 2,000 with a few unique architectural buildings of the nineteenth century may only attract a local or regional market or a few tourists willing to drive two hours off the Interstate to spend thirty minutes viewing the buildings from the outside. The attracting power may be enhanced by offering tours or other experiences that extend the time it takes to view the attractions.

In addition to the pull of the attractions and travel time to them, we must consider where the population of the United States and other countries is concentrated. Visitors may also be attracted from population centers around the world. More and more, the international market is recognized as underdeveloped potential. It should be noted that when an area attempts to attract an international market, efforts must be made to provide the services needed by the target market.

How to Identify Geographical Target Markets

These four steps are suggested to identify geographical target markets:

- ◆ Estimate the drawing power of the area's attractions
- ◆ Estimate the distance, travel time and expense of traveling to the area
- ◆ Identify potential geographical target markets
- ◆ Examine competition for each target market

The attracting power of any one particular attraction or combination of attractions depends on various factors. Those factors include:

- ◆ The length of time a visitor would spend seeing the attractions in the area
- ◆ The degree of interest the individual will have in the attractions

First, you should consider the time spent visiting the attractions. One procedure for doing this is listed below.

- ◆ Estimate how long it takes the average person to visit your attractions.
- ◆ How much time does the average visitor spend to see and enjoy the highlights?
- ◆ If you have special or annual events, estimate the minimum and maximum time spent by visitors on these activities.
- ◆ If the stay of visitors depends on the season, estimate the minimum and maximum stay for

each season.

After the time spent in visiting the attractions is considered, you should evaluate whether your area's attractions are sufficient so that people will:

- ◆ Take more time to travel to and from the area (round trip) than than it will take them to visit the attractions
- ◆ Take as much time to travel as they will in seeing the attractions
- ◆ Take less time traveling to the area than they will in seeing the attractions

Estimate Distance, Travel Time and Travel Expense

Given the above estimates of your area's attracting power, you may now estimate the distance and time someone would spend to reach your area *if driving, and the time and money they would spend if flying or using transportation other than by automobile.*

This should allow you to calculate a "radius" of potential markets. Consider, **realistically**, whether your attractions have the image to draw visitors from regional, national or international markets.

Identify Candidate Geographical Target Markets

Using a map, (or transportation timetable and fare listing) identify those geographical areas that represent the maximum distance someone would travel to your area.

For example, if you estimate the longest time someone would drive to reach your area is five hours, identify all population clusters within 200-250 miles of your area by good roads.

While most of the traveling public lives in metropolitan areas, you should not neglect the potential tourists who live in other communities 30-50 miles away. While they are smaller in numbers, they are probably more likely to visit your community.

You should also consider those people who might stop in your area on their way to another destination. In this case, you should examine all regularly traveled tourist routes near your area and consider present travelers on those roads to be in your target market.

Traffic counts on those routes may be obtainable from your state highway department. Surveys of travelers on those routes can tell you what types of attractions will cause them to make a detour to visit your community.

Examine Potential Competition for Each Target Market

For each target market that you identify, consider the potential competition for that market. To do this, look at each target market. Considering the maximum distance or expense that you think a visitor would travel, identify the alternative tourism destinations as seen by people living in that market. A list of tourist attractions from an *AAA Travel Guide*, *Mobil Travel Guide*, or similar handbook may help. For foreign markets, use international travel guides or maps. Then compare your area as a

tourist destination area to the competition. Delete all geographical target markets that have much better travel alternatives than your own area.

Behavioral-Demographical Target Markets

At this stage, you should attempt to determine the predominant demographic characteristics of your proposed target markets.

- ◆ What age range, marital status, family composition, and life cycle do you attract?
- ◆ What family income level do you think the target market will have?
- ◆ What educational level and type of job do you expect the wage earner(s) to have?

If you have an existing tourist business and do not plan to change target markets, much of the above information can be determined by conducting a simple survey of your present visitors. However, if you do not have an existing tourist business, or if you plan to change target markets, you are left with three alternatives.

1. You can try to find an existing tourist business similar to the one you plan to develop and determine the demographic characteristics of its visitors.
2. You can try to estimate these characteristics based on your own judgment.

3. You can hire professional researchers to interview people in the target markets to determine who reacts positively to descriptions of the tourist attractions you can offer.

Behavioral-Psychographic Target Markets

This stage is basically similar to the Behavioral-Demographic stage except that the types of behavioral characteristics are different.

Determining this information by survey is much more difficult and challenging than determining demographics by survey. This information can be developed by:

- ◆ Professional surveys of your existing market (assuming you do not change target markets)
- ◆ Professional surveys of an existing tourist business that is similar to the one you plan to develop
- ◆ Professional surveys in your geographic target market
- ◆ Your estimates based on your own best judgment

Matching Existing and Potential Attractions with Target Markets

At this stage, you should review (1) the existing and potential attractions and (2) the potential target markets and their tourism interests. It is now necessary to attempt to match your attractions with the potential target markets. If this is not done, you may find yourself trying to appeal to a target market that seeks

entertainment even though you do not offer entertainment.

Four steps are recommended for this matching process.

1. Careful consideration of each attraction. Here you should identify the types of people who would want to visit the attraction and the strength of the attracting power.
2. Analysis of the image of the area as a whole. If the area has a current image, it will definitely affect the likelihood that people in the target market will visit the area.
3. Evaluation of the target market. Here you will consider characteristics of the target market and the interests of those people in it.
4. Matching of attractions and target markets.

Estimating Demand and Usage

Demand is a "tool" that tells you how much of a good or service people will buy at various prices. In analyzing tourism in your community, it will be most useful to know how many visitors will come so you can evaluate whether your facilities can handle the demand, and whether it will be profitable.

Economists have determined people will buy more of a good at a lower price than at a higher price, *all other things being equal*. Thus, in order to get a "ball park" estimate of the demand for tourism in your community, it is important to know the price of a visit to your community

relative to another community. The price of a visit is determined by many factors including the price of food, lodging, travel and entertainment. However, many of these costs (such as the cost of travel to your area) are outside your control. Also, many are not normally considered in dollars and cents terms. The most important cost of driving may not be the cost of gasoline or depreciation of the car, but the hours spent driving.

The costs must be balanced with the "benefits" you offer the visitors. Are there natural attractions such as beaches, rivers, canyons, scenic views? Are there attractions or events that are interesting to a visitor?

Factors other than price do influence the demand for tourism in our community. A primary factor is personal income. Are personal incomes increasing, or are incomes remaining constant? Is there a recession? What is the state of the economy -- both nationally and internationally?

If incomes are rising, both markets will have more to spend on tourism. This may mean more people will visit your area, and that they will pay more for a trip or stay longer.

However, it also may mean tourists may decide to go to areas more expensive than yours, such as Europe or other foreign countries. Keep in mind that international travel may be affected by factors other than income, such as the currency exchange rate.

The effect of any income level change, be it an increase or decrease, is difficult to assess. However, you should give it some thought since income level relates closely to the types of tourists you can attract.

In evaluating the tourism demand in your community, it is important to consider the number of competing communities that would affect your market share. If your community is surrounded by others with strong tourism industries, you should then focus on the "distinctive" qualities you have to offer potential visitors. These qualities might be natural or man-made.

An example of competing communities is the southeastern Atlantic coast. Charleston, South Carolina; Savannah, Georgia; and St. Augustine, Florida, attract visitors on the basis of their warm, pleasant climates and the interesting historical aspects of their cities. All have substantial tourism industries, yet the distance between these cities can easily be covered in a day's drive.

These cities view each other as competitors and try to make their city a little different. Charleston has focused attention on its plantation homes, restored homes and shops, beautiful gardens, seaport history, and attractive coast line. A series of events are scheduled throughout the year to emphasize each important aspect.

Savannah has emphasized its image as a "living historical city." Attractive restorations and renovation of the downtown and riverfront areas (also a

major port); "squares" with historical markers highlighted by flowers, trees and shrubs; historic home tours and several interesting museums comprise the major components of Savannah's attractions. Savannah stresses its role as the first Georgia city and its British heritage derived from General Oglethorpe's founding of the Colony.

St. Augustine's history, favorable climate, beautiful beaches, and the overall attractiveness of the city are its strong points. St. Augustine emphasizes its Spanish heritage, its role as the nation's oldest city, and the natural beauty of the ocean, parks and scenic views. The city has developed a restored area of the city, somewhat similar to colonial Williamsburg.

Each city is aware of the attractiveness of the others. This is clearly seen in the promotional literature and in the new areas of interest that the cities develop. Charleston "sells" its *wealthy port city* image, Savannah its *living historical city*, and St. Augustine its *genuine historical heritage*. Tourism has been the mainstream of the St. Augustine economy throughout its existence. Charleston and Savannah have used tourism to broaden their economic bases. All are successful in attracting visitors to their cities, despite their proximity to one another. All three are aware of "who the competitors are."

Tourism resources complementary to your community are also important in assessing the demand for tourism. Many cities have cooperatively (and sometimes not so cooperatively) developed tourism based on the

historical nature of the region. This is particularly true of the New England area's emphasis on the Revolutionary War and Virginia's emphasis on the Revolutionary and Civil Wars.

A different type of complementary resource is an attraction like Disney World. Its opening in Florida has had significant positive impact on the demand for tourism in the areas surrounding Central Florida. An attraction with the drawing power of Disney World, within two or three hundred miles, may favorably affect the demand for tourism in your community.

CASE STUDY

ELY, NEVADA: REACHING YOUR GOALS

by LARRY FRIEDMAN
Nevada Commission on Tourism

The idea of "heads in beds" should be fairly universal when we discuss rural tourism. It is the goal of community after community that sees itself as having something to offer the potential visitor. Unfortunately, what often happens in a rural community is the people who want to see tourists brought into their town develop an attitude of second class citizenship and ignorance. Suddenly, these strong willed, intelligent people turn into putty and make comments like "I don't have a marketing background."

Often the people who are going to proceed with the lofty goals of "putting heads in beds" are chamber board members. Therefore, they are gas station managers, NAPA Auto Part store owners and bankers. They are not people traditionally associated with the promotion of tourism.

Such was the case in Ely, Nevada. By and large the movers and shakers of this community are not your traditional Tour and Travel Managers or Directors of Research; chances are, there isn't a marketing degree among them. But what they have is what is found in every rural community: They know what their town has to offer better than anyone else, they have heartfelt care and concern, and by the nature of being

consumers, they have backgrounds in marketing.

This group decided they would like their community to be a vacation destination. They wanted to be more than just a pit stop. They deserved to be more ... they love Ely, and felt others should, too. But, with little money available, how could they affordably reach the right people?

They started by listing what they had to offer: Proximity to the Great Basin National Park, the Ghost Train of Old Ely, small town hospitality and charm, water recreation, beautiful scenery, mountains and temperatures cooler than most of Nevada. Temperatures cooler than most of Nevada? Could it really be that simple?

To the south of Ely is Clark County, with thousands of new Nevadans moving in monthly who have little knowledge of the rest of their new state. These are people moving in large numbers to Las Vegas and the 113° desert evening! Viewing a commercial showing mountains, water and 75° temperatures might work.

Ely had its potential audience ... people who had a new home state to explore and a genuine interest in being cool! They also lived far enough away, that a visit to Ely would mean staying at least one night.

Ely felt its message would work best as a visual, but TV was expensive. They found a production company willing to cut its price for complimentary meals and lodging (and a chance to cool off for a few days). They also found there were very attractive advertising packages available on cable networks.

As a result, visitorship from Clark County to Ely was up 33% in the first year of this campaign. Cave Lake State Park, in addition to selling out night after night, reported a jump of 70 percent in visitors coming from Clark County. As hoped, these visitors were also staying two and three nights.

Ely has now increased its Clark County effort to include participation in consumer travel shows in Las Vegas and continues to look for affordable ways to further tap this market.

Remember, tourism marketing is not rocket science and is not to be feared. Tourism marketing is not always black and white, either. Don't reinvent the wheel -- just redecorate it.

SECTION III

PUTTING IT ALL TOGETHER

Tourism promises to breathe new economic life into many communities. As changing economic conditions have raised concerns in resource based economies, tourism has been targeted by state and local leaders as a vehicle for economic change. Citizens of many communities, rural and urban alike, are considering tourism as a way to revitalize, stabilize and diversify their economies. They recognize that successful tourism development in other communities has generated new income, jobs and tax revenues.

Visitor expenditures filter through communities to create a chain of economic and social action. Some tourism jobs are filled by youth and other traditionally disadvantaged labor markets. Tax revenues generated by visitor expenditures can contribute to supporting public facilities and services that a community might not otherwise afford. Playing host to "guests" often fosters a sense of community identity and pride.

By this time, you have completed an inventory of your community; investigated every nook and cranny for tourism, outdoor recreation and small business development; organized and empowered a "core" leadership group; and identified paths of development and promotion opportunities for your area.

Now you can weave all of the pieces together into one overall program, that includes marketing and promotional strategies ... your blueprint to success. This does not have to be a complicated process, but it does require brainstorming and the inclusion of all segments of your community.

It may be helpful to begin by completing the Initial Development Survey that appears on the following three pages.

INITIAL DEVELOPMENT SURVEY

The following survey will give the tourism committee a place to start working on tourism development.

Community/County _____

Date Completed _____

Tourism

Committee Chairperson: Name: _____
Address: _____
Phone: _____

Committee Members:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Community Data:

Population of the community _____

Population within 10 miles _____

Population within 50 miles _____

Number of miles from an interstate _____

Miles away from a community of at least 20,000 _____

Highways nearest your community 1 _____ 2 _____ 3 _____

In what tourism region are you located _____

Name, address, and phone number of the regional tourism director responsible for your area _____

Community attitudes toward tourism development:

Give each of the local businesses listed below a number (1 = poor, 2 = below average, 3 = average, 4 = above average, 5 = excellent) to indicate its support and enthusiasm for tourism development.

<input type="text"/>	Banks	<input type="text"/>	Restaurants
<input type="text"/>	Newspaper(s)	<input type="text"/>	Motels
<input type="text"/>	Radio	<input type="text"/>	Museums/attractions
<input type="text"/>	TV	<input type="text"/>	Gas Stations
<input type="text"/> Main street merchants			

How would you rank the volunteer efforts in your community:

Excellent Average Poor

Would you describe the volunteer efforts in your community as:

A small group of people do the majority of the work.
 Work is shared evenly among many volunteers.

Please answer the following questions:

1. Why does your community want to participate in a rural tourism development program?

2. List any tourism projects your community has attempted in the past five years, how successful each project was, and why it was or was not a success.

3. List three of your community's tourism assets.

4. List three obstacles inhibiting your community's efforts to attract visitors.

Please put a check mark by any of the following tourism promotional programs your community has participated in or developed over the last 5 years.

- Developed a driving tour of the area
- Developed a walking tour of the town
- Hosted an out-of-town group tour
- Solicited convention business
- Opened a visitor center
- Developed a community/area tourism brochure
- Started a new event
- Joined a regional tourism promotional association
- Received a grant for tourism development
- Hosted a familiarization tour with the state tourism office
- Attended your state or governor's tourism conference
- Attended a sport or travel show
- Initiated tourism research
- Created a community logo or theme

How do you rate the following community resources:

	Excellent	Good	Fair	Poor
Lodging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Restaurants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City Government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
County Government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural Activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Museums/History	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attractions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scenery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CHAPTER 6

PUBLIC PARTICIPATION AND BUY-IN

One of the most integral parts of planning is getting your community to support and "buy-in" to your overall mission.

How is this done? Usually, successful tourism and recreational product development stems from planning, planning, and still more planning. While you and your leadership group or tourist commission are walking through the planning process, you are provided ample opportunities to involve segments of your community. Getting them involved, asking for their input, and following through with some of their suggestions are all ways to get them to "buy in."

Why is this public "buy-in" important to your ultimate success? No group, community, county, region or state is an island. In order to have sustainable success, you must be part of a larger whole. In other words, your group must have support from your community, community efforts need the support of county or state efforts, and so on. After the planning process is complete and you are seeking ways to fund or to staff your projects, the community is going to be your support base. Remember, success comes from within and expands out like a web!

For a better illustration of how community involvement and "buy-in" plays a key role in the success of a

project, look at the case study of the Vermilion Parish Tourist Commission in Louisiana at the end of this chapter.

If your community desires to have a tourism industry that benefits the entire community, you must recognize that each individual is a part of the industry and their support and involvement is essential to its success. Tourism is a multi-faceted industry. Your product will be a "good time" for your customers, but a lot of different people will be contributing portions of the overall experience that go into making the visitor's time in your community a good one.

This means that strong community support is a must. If there are pockets of opposition, every effort should be made to win over the opposition, or, at least, to make sure it is not in a key place where it will result in a negative experience for your customers. Strong cooperation makes for a strong, continuous program, and this is more critical in tourism than in any other industry.

Due to the industry's character, coordination of activities is especially difficult. The organization set up to accomplish this should be designed to enhance cooperation and give input to as many parts of the industry as possible, without becoming unwieldy.

The sections of the community that need to be brought into this cooperative arrangement can be conveniently classified as political, financial, tourism identified businesses, non-tourism identified businesses, historical interests, art and music sponsors, sponsors of special events and so on. Each of these can play a crucial role at certain times in program development and operation.

For example, it is often necessary to have certain kinds of legislation passed by local city and/or county governments in order to encourage the proper kinds of tourism development. This may include planning and zoning laws, financial support through special kinds of taxes or other public funds, and expansion of public facilities to service visitors, as well as locals.

Many of these groups will have their own organizations. These should be considered as part of the overall structure, and ways of incorporating them into the broad tourism organization have to be developed. A convention and visitors bureau may be established solely for the purpose of coordinating and promoting conventions and visitor activities in the community.

Often, an important part of the tourism base lies in local history. An historical association may be the key to identification, explanation, and restoration of important facets of this history. It would be a mistake not to coordinate its activities with the broader tourism activities.

Regardless of the number of auxiliary organizations, a way has to be found to gain cooperation in coordinating activities, with the goal being to give the tourist a chance to gain the maximum amount of satisfaction from their experience. One way that often works is to have representation from the larger organization on controlling boards of the smaller ones or vice versa. **The main objective is to keep lines of communication open**, thus avoiding misunderstandings and gaining maximum cooperation.

Public input and endorsement of the tourism marketing plan is essential to its success. Such input should be sought throughout the planning process, and certainly before beginning to develop action steps.

Options for encouraging input include:

- ◆ Publishing key parts of the plan in your local newspaper, asking for public comment on the plan
- ◆ Holding meetings with special interest groups to discuss plan contents
- ◆ Holding a town meeting to present and discuss the plan with the general public
- ◆ Presenting your plan to your town board or council
- ◆ Distributing the plan to a sample of community residents and selected community representatives
- ◆ Holding face-to-face meetings with community representatives

Encourage citizen input in as many ways as you can, and take criticism constructively, not personally. Answer all questions as thoroughly as possible without becoming defensive. Be prepared to modify your plan according to community insights the tourism committee may have overlooked.

Usually, the overall organizational structure for tourism will evolve from the early leadership. An active city manager may convince a city council to become involved and the organization will have strong political overtones. A chamber of commerce may furnish leadership and the organization will have a heavy business orientation. It may evolve from an historical association and have a more academic tone. These are not bad places to start, but the eventual evolution should be toward broadening the base of participation.

Once public input has been incorporated, your tourism plan is complete. However, before embarking on your action steps, get the endorsement of your local government and other commercial and non-profit groups. This will ensure that members of your community share a common vision for tourism, and that your tourism committee is recognized for its ability to lead your community in its tourism endeavors.

CASE STUDY

VERMILION PARISH, LOUISIANA: BUILDING SUPPORT FOR THE PLAN

By Sharon Calcote and
Rural Tourism Development
Louisiana Office of Tourism
Department of Culture,
Recreation & Tourism

Julie Calzone
Calzone & Associates

and
Rochelle Michaud Dugas
Vermilion Parish Tourist Commission
Abbeville Main Street Program

Vermilion Parish has a multitude of sights, sounds, and special interests to attract visitors.

The Vermilion Parish Tourist Commission was formed in March of 1992. Instead of saying, "The first thing we need is a brochure," the group decided to take it slow; to plan, develop and move at a pace comfortable for the community. They were not seeking "stars in your eyes" results, but sustainable results.

The planning and organizing process was interesting, lengthy, and sometimes controversial. It was not unusual for the Commission to meet for three to four hours a session, hammering out ideas, suggestions and recommendations.

After the hours and months of organization, trials and tribulations, the Commission invited representatives from the Louisiana State Office of Tourism and the Louisiana Department of Economic Development to participate in the planning process as well.

An educational FAM (familiarization) tour and inventory of the parish was conducted, as well as a list of strengths and weaknesses.

The Parish encompasses agriculture, history, festivals, business & industry, restaurants, recreational activities, demonstrations and various accommodations. In addition to its Cajun culture and customs, Vermilion also boasts ghost stories, a pirate heritage and chuck wagon/trail rides.

Though the Parish has several strengths, it also has a few weaknesses that needed to be kept in mind when formulating its tourism marketing plan.

These weaknesses include: Funding, education, community support, accommodations, Cajun gift shops, rental facilities, proper signage, parking availability, and lack of convention/meeting locations.

Potential product development was identified, and the assets were divided into seasonal, special interests and geographic type tours.

The Tourist Commission agreed upon the following marketing objectives:

1. Educate the community
2. Maintain public awareness
3. Gain community, government and business support

4. Integrate tourism with business
5. Contact tour operators
6. Inventory resources

Based upon this information, and with the support of the network being established, the Commission was successful in passing its first piece of legislation creating the **Jean Lafitte Scenic Byway**.

Because of the Commission's interest in product development, it was named the "prototype" by Louisiana Lieutenant Governor Melinda Schwegmann for the Louisiana Rural Tourism Development Program. This designation did not bring state funds, only a stronger commitment by all parties to develop a quality product.

During the second year of existence, the Commission started "putting it all together." It organized, planned and conducted more inventory. It progressed. To promote the efforts of the Commission and to educate various groups in the community on the importance of tourism and tourism development, it:

- ◆ Created a speaker's bureau
- ◆ Continued networking
- ◆ Investigated cooperative advertising
- ◆ Conducted a survey of businesses with possible tourism interests
- ◆ Conducted educational workshops
- ◆ Conducted a series of town meetings to gather public input
- ◆ Participated in and supported other local and parish activities

- ◆ as official events of the Commission
- ◆ Established tours: cultural, walking, downtown historic district, agricultural, Christmas, and cattle drives
- ◆ Coordinated a "new" festival/celebration, "Les Lumieres du Village d'Abbeville," linking the French ancestry in the community with tourism development
- ◆ Received a \$150,000 grant for tourism development for the City of Abbeville through the National Park Service
- ◆ Prepared proposals for consideration (Main Street, downtown square gazebo, downtown lighting, etc.)
- ◆ Started an Artists Alliance during the Christmas season
- ◆ Pursued highway signs
- ◆ Began an "educational" series of speaking engagements to schools and civic organizations
- ◆ Conducted news conferences and worked closely with local and regional media to promote events. The media actually participated in the planning, inventorying and organizing process
- ◆ Began reporting to the Vermilion Parish Police Jury on a quarterly basis
- ◆ Became associated with the Vermilion Arts Council; Louisiana Travel Promotion Association; Friends in Small Places; Rural Development Coalition; Lafayette Parish Convention and Visitor

Commission; Central Acetone Parishes; and Jean Lafitte Scenic Byway Commission

After this groundwork was completed, the Commission began implementing its plan in 1994. After nearly two years of organizing, planning, creating partnerships and networking with regional groups, Vermilion Parish is finally in the last stages of creating a parish brochure and is now ready to begin marketing the "Cajun Cowboy" Cattle Drive Tour.

A close look at the progress of the group reveals the importance of networking with local arts councils, parish historical society, school groups, youth, civic and church groups, the parish library, local businesses, as well as the local- and parish-wide elected officials. After these networks were formed and nurtured, the Vermilion Parish Tourist Commission expanded its outreach program and organized alliances with other regional and statewide organizations to expand educational opportunities, get new ideas, and to learn that the path they were on was the right path for them. They received reinforcement and support from a broad-based, statewide list of groups, individuals and organizations.

In the implementation of its planning process:

- ◆ Abbeville, Louisiana was designated as one of the two new "Main Street" communities in the state

- ◆ Established a parish wide quarterly calendar of events
- ◆ Formed partnerships
- ◆ Established two new festivals/celebrations - Vermilion Carousel of Arts, and Christmas in July
- ◆ Developed the Abbeville Junior Ambassador Program, which trains the local youth to be "tour guides"
- ◆ Began hospitality training for the parish
- ◆ Created brochures
- ◆ Created rack cards for fairs and celebrations
- ◆ Participated in awareness programs such as Preservation Week, National Tourism Week, Litter Control and Trash Bash, Small Business Day, etc.
- ◆ Conducted FAM tours for travel writers
- ◆ Worked with Louisiana Office of Film and Video
- ◆ Coordinated volunteer work program
- ◆ Conducted workshops for businesses through Main Street Program
- ◆ Attended statewide and regional meetings to expand network

Because of the interest generated by the planning, organization and progress of the tourism product in Vermilion Parish, the State of Louisiana has begun an 18-24 month study to determine the feasibility of a \$6 million State Park on a 1200-acre track.

The success of Vermilion Parish has been in its planning process. The Commission invited representatives from every segment of the community to participate and provide them with information, suggestions and recommendations. By moving slowly, the Commission has built its credibility as a real organization in the eyes of community residents. It has become visible and has become a viable player in community activities.

This positioning has lead to its further success in fund raising for specific projects and activities, and has assisted it in receiving more support from state and federal levels. It has also given the community the opportunity to grow and get comfortable with the concept of having guests. It has been a resource for developing a volunteer base, and residents are now more knowledgeable on how to give directions; they are more familiar with what attractions are in the area; and they know the importance of being friendly to visitors. These are all key components to successful tourism development.

Citizens and tourism advisory committees should be composed of members of these agencies/organizations. This supports education and public awareness programs, as well as builds community "buy-in," commitment and ownership.

City and County Officials

Mayor or Chief Executive	Parks and Recreation Director
City Council	County Agricultural Agent
County Commissioners	City Manager
County Judge	Chairman of Planning Commission
Fire/Police Chief	Other Local Political Leaders

Officers and Leaders of Civic, Business and Non-profit Organizations

Chamber of Commerce	Business & Professional Women's Club
Rotary Club	Junior Chamber of Commerce
Lions Club	American Legion
Optimist Club	Veterans of Foreign Wars
Kiwanis Club	Garden Club
Pilot Club	Other Service Organizations
Historical Societies	Hotel/Restaurant Association
Arts Council	Retail Association
Youth Groups	Attraction Association
	Economic Development Commission

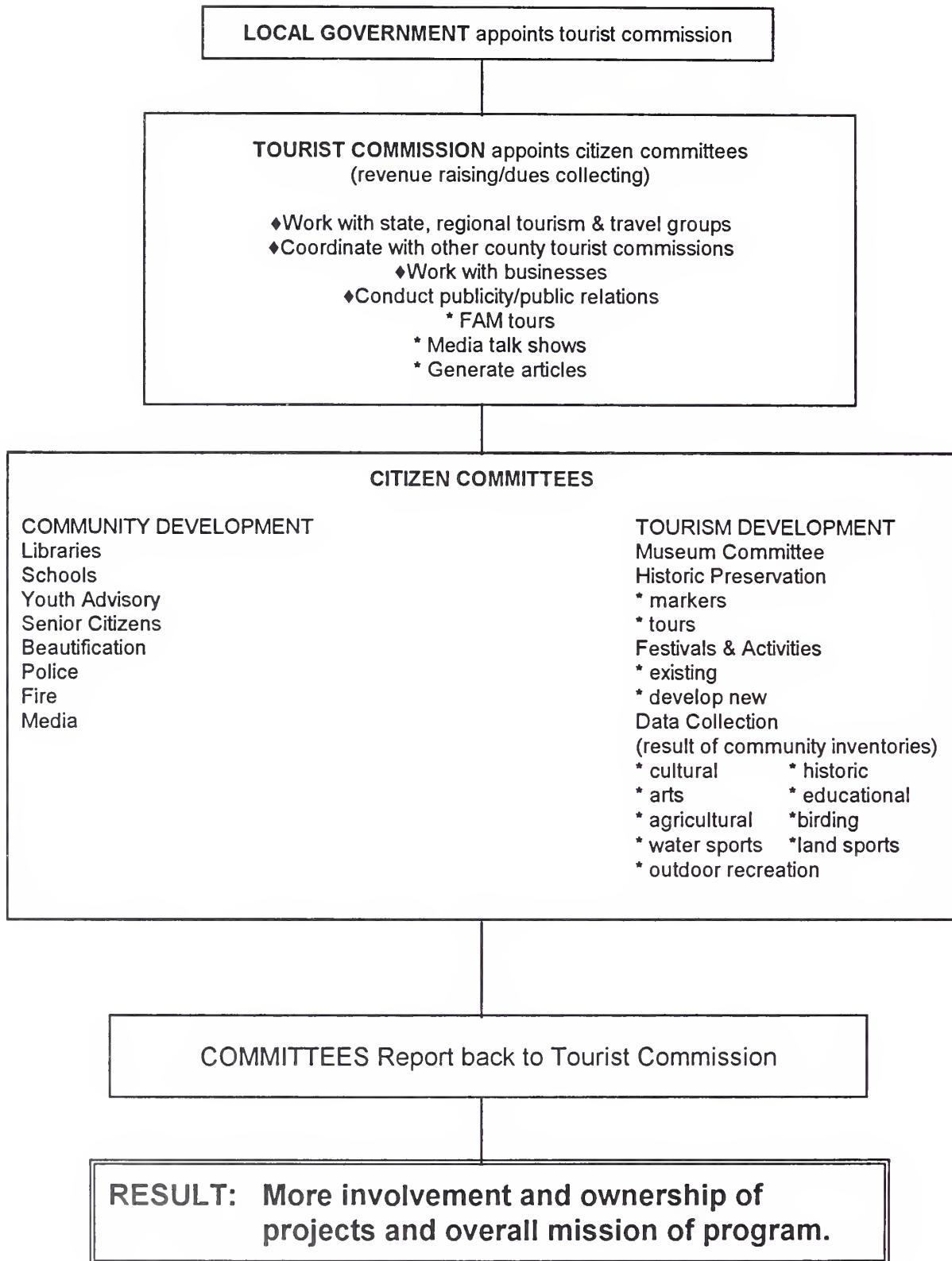
Local Businesses

Newspaper Editor(s)	TV/Radio Station Managers
Oil Distributors	Restaurant Managers
Service Station Dealers	Taxi and Car Rental Operators
Automobile Dealers	Grocers/Convenience Stores
Automobile Repair Shop Owners	Druggists
Hotel and Motel Managers	Travel Agents
Other Retailers	Real Estate Agents
Tourist Attraction Operators	Theater and Amusement Operators
Bankers	Insurance Company Executives

Educational and Religious Leaders

College Officials	Church Leaders
School Principals/Teachers	Religious Organizations
District Leaders	Librarians
Parent/Teacher Organizations	

WAYS TO BUILD COMMUNITY SUPPORT



CHAPTER 7

SETTING GOALS

Setting goals and defining objectives is the next step in the tourism planning process. The key is to keep long-term visions in mind while planning for short-term successes.

Goals are broad statements about ways you would like to see your community improve its tourism potential.

Objectives define how your goals will be achieved. For example, objectives corresponding to the goal "To improve attractions" will identify the particular ways attractions will be improved. Objectives have the following characteristics:

- ◆ They are concise, clear and specific.
- ◆ They are stated in terms of quantifiable results that can be achieved within a specified time period.
- ◆ They are measurable. Within a given period of time, you should be able to assess how far along you are in meeting the objectives.
- ◆ They are realistic. You must have the resources to achieve your objectives.

Remember, goals are achievable and can be controlled; wishes are beyond your control.

Developing Objectives

To develop tourism objectives, consider each of your goals one at a time. Keeping in mind your target markets, carefully review the strengths and concerns attached with each goal and objective.

When addressing concerns, consider stating answers in positive ways that meet the needs of your target markets. By addressing your concerns in this manner, you will be creating an objective. For example, the concern, "Our service sector doesn't do a good enough job of catering to visitors," can be restated as the objective, "To encourage managers to provide hospitality training to front line employees."

Once you've developed a list of objectives, conduct a reality check to re-evaluate each one's importance and achievability. If an objective will not impact your target markets or is not achievable, you may want to rethink its importance to your tourism development plan.

Assessing Objectives

To identify your priorities, assess each of your objectives according to its importance in:

- ◆ Attracting visitors to your community
- ◆ Encouraging visitors to increase their length of stay in your area
- ◆ Increasing visitor expenditures in your community
- ◆ Making visitors' time in your community more enjoyable
- ◆ Achieving visibility within the community
- ◆ Generating community support
- ◆ Serving as a foundation for subsequent tourism initiatives
- ◆ Achieving affordability
- ◆ Achievability

Start by identifying the top three to five objectives that can give initial direction to your tourism development efforts. Achieving these will help build community confidence, support and pride, allowing subsequent objectives to be addressed.

Action Plans

Action plans are detailed blueprints addressing the who, what, when, where, and how of your objectives. Start by formulating action items for the three to five objectives you have deemed your top priorities. If you have trouble identifying specific actions for achieving an objective, you may need to reword the objective to reflect more specific outcomes.

While individual tourism committee members often take responsibility for ensuring that specific action items are completed, the more people you involve the better. More people means greater expertise, more widespread ownership of the tourism development plan, and a better community tourism team.

Progress Evaluation

Monitoring tourism growth is essential to tourism planning. Residents need to feel that they are receiving a return on their investment -- be it an investment of time, money or simply a willingness to remain open-minded about this new community orientation.

One justification for expanding already existing tourism opportunities rather than creating new ones, is that the results of tourism will be more easily realized. In launching a tourism program, it is important to maintain community support and momentum to achieve some short-term results.

Evaluating tourism progress requires gathering baseline information at the outset. Facts about the present economic impact, number of facilities, number of jobs and number of visitors should be obtained. Then as new attractions are developed, as new civic improvements are made, as businesses improve their orientation to visitors and more effective promotion is undertaken, results should be monitored. This data will assist with understanding successes and obstacles in the tourism development process. They will provide the necessary supply and demand data for ongoing planning, management and

marketing directions.

Individual programs and projects should also have evaluation components. How effective are advertising campaigns, special events and other projects? Tourism planning is not a one time effort. It is a continual process of identifying strategies to meet a community's needs and goals. Only by evaluating strategies can successes and failures be identified and new directions charted.

Brainstorming: Plans and Community Commitment

An initial brainstorming session to determine goals and objectives is a good time to gather input from all sectors of the community. During the brainstorming sessions, participants will help identify the concerns and opportunities surrounding tourism, what people want your community to look like and feel like now and in the future, and what you think tourism can do for your community.

Regardless of the brainstorming process you use, it is essential to: 1) invite a facilitator from outside of the community to run the meetings, and 2) ask specific questions that will help your tourism committee develop its goals and objectives for the community.

To get a list of possible facilitators for your community, contact the rural tourism development specialist at your state tourism office.

As you prepare for the brainstorming session, be sure the participants represent a good cross-section of your community. Invite people who work in the tourism industry and those who don't. Invite people who don't always agree with each other, and people who do agree with each other, community leaders, farmers, bankers, and tourism industry representatives. Anyone who has an interest in tourism development could participate in a brainstorming session.

After you've identified your community's primary tourism goals through a brainstorming process, it would be beneficial to the state office of tourism if they were informed of your plans.

The following process is one way to work through the brainstorming process, utilizing the input and expertise of a representative cross-section of your community leaders.

Phillips 66/Organized Brainstorming Process

The Phillips 66 Method is a way to brainstorm goals and ideas in an organized manner, keeping a group of people focused on a method. It has nothing to do with petroleum. It was developed by a Dr. Phillips who, studying how small groups interact, determined that groups of six were ideal for discussing ideas and for developing a consensus for prioritizing those ideas. Dr. Phillips' method involves six tables of six people, hence the name "Phillips 66."

Starting

The Phillips 66 program requires a firm commitment from 36 people to spend either one full day, or two half-days brainstorming to come up with ideas and set goals. The 36 people should represent a good cross-section of your town or organization. Letters should be sent soliciting volunteers, followed up by phone calls to get firm commitments for the time needed. A follow-up letter confirming their commitment, and a phone call the day before the session, should also be used. Up to four separate questions or categories can be brainstormed during a long one-day session or two half-day sessions. The least mentally taxing to the group is the two half-day sessions, normally the afternoon of one day and the morning of the second day. If a weekend day is used, it is best to use a single day session. Sample time schedules for both types of sessions are attached.

Questions

Before the final letter is sent to the 36 people who have committed to participate in the process, questions must be developed that will be used to stimulate and direct the brainstorming and goal setting sessions. The question must always begin with the starting phrase, "What one thing can we do?" An example would be to cover the subject of funding and the question should read, "What one thing can we do to BEST fund?" The portion of the question that states "one thing" forces the participant to focus on just one answer, not a complicated, long answer.

The committee in charge of organizing the Phillips 66 session should brainstorm the questions carefully to make sure the questions are open-ended and will elicit the type of answers/ideas needed. Some other good stock "tourism" type questions that can be used for brainstorming are:

1. "What one thing could our community do to best increase tourism revenues?"
2. "What one thing could our community do to best help my business grow?"
3. "What one thing could we do to best get more members for our committee?"
4. "What one thing could be developed in our community to attract visitors?"
5. "What one thing could we do to best improve communication with our members?"
6. "What is one community value we wish to maintain?"
7. "What is one concern and one opportunity we need to consider when developing tourism in our community?"
8. "What is one thing that makes our community unique?"
9. "What event/attraction/experience do we think our community can develop and promote?"

Procedures

Prior to the start of the Phillips 66 session(s), give each participant a number from one to 36. Then assign a different table to each person for each question. It is important that the

participants be with a different group at a different table for each question.

Table Assignments Guide

The table assignments for each question should be posted at the entrance of the room so people can easily find out where they are to be seated for each of the questions.

First Question:

- A. Table 1: Nos. 1,2,3,4,5,6
- B. Table 2: Nos. 7,8,9,10,11,12
- C. Table 3: Nos. 13,14,15,16,17,18
- D. Table 4: Nos. 19,20,21,22,23,24
- E. Table 5: Nos. 25,26,27,28,29,30
- F. Table 6: Nos. 31,32,33,34,35,36

Second Question:

- A. Table 1: Nos. 1,7,13,19,25,31
- B. Table 2: Nos. 2,8,14,20,26,32
- C. Table 3: Nos. 3,9,15,21,27,33
- D. Table 4: Nos. 4,10,16,22,23,28
- E. Table 5: Nos. 5,11,17,23,29,35
- F. Table 6: Nos. 6,12,18,24,30,36

Third Question:

- A. Table 1: Nos. 1,10,17,21,30,32
- B. Table 2: Nos. 2,11,18,22,25,33
- C. Table 3: Nos. 3,12,13,23,26,34
- D. Table 4: Nos. 4,7,14,24,27,35
- E. Table 5: Nos. 5,8,15,19,28,36
- F. Table 6: Nos. 6,9,16,20,29,31

Fourth Question:

- A. Table 1: Nos. 6,9,14,22,25,35
- B. Table 2: Nos. 5,8,13,21,30,34
- C. Table 3: Nos. 4,7,18,20,29,33
- D. Table 4: Nos. 3,12,17,19,28,32

- E. Table 5: Nos. 2,11,16,24,27,31
- F. Table 6: Nos. 1,10,15,23,26,36

During the session, the following procedures should be used:

1. At the beginning of the day the group will be divided into six small groups of six people each. Planners will have the table assignments made for each session ahead of time so there are different people in each small group at each of the topic sessions.
2. The group will be told that for each subject area, each of the six small groups will be given the task of immediately electing a spokesperson/chair and a recorder.
3. Each member of the small group will be given a 3x5 index card. The moderator will pose the question for each particular subject. Individuals will then write on the 3x5 card the one answer he or she feels would have the most impact on that particular subject. No discussion should take place during this period.
4. Then each member of the small group will quickly describe his or her idea and the recorder will write each idea, in abbreviated form, on the chalkboard next to their table.
5. The chair of each small group will then lead a discussion to determine the ONE idea that the group feels is most important. The groups will be given a specific amount of time in which

to prioritize their ideas. Each small group, either by vote or by consensus, will pick its number one priority goal/project to present to the entire group. The other items will be prioritized by the small group as numbers two through six in the same manner as the first priority.

6. After the time elapses, the moderator will call upon the spokesperson/chair of the small groups to present their number one priority idea to the entire group of 36 participants. Each small group's number one idea will be recorded on a chalkboard in the front of the room by the large group recorder. Each small group chair will explain the reason for his or her group's top idea.
7. The moderator will then lead a group discussion of the six ideas presented by the small groups. The large group will then, by vote or consensus, prioritize the six ideas presented from number one through number 6. This will be a time for large group consensus. The large group will also be allotted a specific period of time for the process.
8. Once the six ideas are prioritized, each small group recorder will turn into the large group recorder all of the 3x5 cards that its members used to record ideas. The planners will have someone type all the ideas for each question along with priorities given, and copies will be made to give the participants to take home with them at the end of the two-day session. The planners will then have a record of all 36 ideas presented for each of the questions, and may wish to use some of the other ideas in the future.
9. The same process will be repeated again for each of the remaining questions.

Then What?

When you're finished with your Phillips 66 session, you will have by priority, six goals for each question, plus a list of all 36 ideas that came from the session on each question.

The steps following the Phillips 66 session are probably the most important and the most difficult.

First, committees should be named for each different area to evaluate the ideas and goals. The committees must then write a plan of action for each of the goals. The plan must list specific actions that will be taken to reach goals, the name of a person who will be responsible for that particular action and the date by which that particular action must be completed. After the action items in the plan are completed, they must be evaluated as to whether or not they had the desired effect. If not, recycle the process, going back to another Phillips 66 session if necessary. The key is the process of planning, acting and evaluating must never stop.

Sample Two Half-Day Program

First Day

1:00-1:30 pm	Introduction of procedures and 1st question
1:30-2:00 pm	Small group session, 1st question
2:00-2:10 pm	Break
2:10-2:45 pm	Large group session, 1st question
2:45-3:00 pm	Break
3:00-3:15 pm	Introduction of 2nd question
3:15-3:45 pm	Small group session, 2nd question
3:45-3:55 pm	Break
3:55-4:30 pm	Large group session, 2nd question
4:30-5:00 pm	Open discussion, if necessary, and discussion of 2nd day procedures/schedule

Second Day

8:00-8:15 am	Introduction and 3rd question
8:15-8:45 am	Small group discussion, 3rd question
8:45-8:55 am	Break
8:55-9:30 am	Large group discussion, 3rd question
9:30-9:45 am	Break
9:45-10:00 am	Introduction of 4th question
10-10:30 am	Small group discussion, 4th question
10:30-10:40 am	Break
10:40-11:15 am	Large group discussion, 4th question

Managing tourism is the key to maintaining the quality of life in the community. What can be done to control tourism so visitors and locals can live and recreate together in harmony? Points to consider are:

Capacity -- Calculate how many visitors your town can comfortably

accommodate, both overnight and on a day use basis. What can be done to eliminate crowding at peak times?

Access -- Can access be limited to privately-owned lands, to protect resources that local residents would like to preserve? Providing an opportunity for local residents to maintain some of their own special places reduces conflict situations. When residents feel that some of their concerns are being met, they tend to support the positive benefits of tourism more readily.

Regulation and Zoning -- One way to control the location and appearance of privately-developed tourist activities or facilities is through zoning. Establishing an historical district preserves the flavor of a core community while concentrating visitors in that area.

Placement of Visitor Facilities -- Is this a concern within the community? Can visitor facilities be placed in the community in areas that do not interfere with the daily activities of local residents? Study traffic patterns for possible areas of congestion.

Focus Visitor Activity -- Give visitors a place to go. Build a cultural exhibit where tourists can examine an authentic dwelling, watch demonstrations of crafts or other local activities, like barrel or sail making, etc.

Land Use -- What is the best use of community lands? Investigate potential tourism development sites to determine their suitability with respect to engineering, environmental factors, economic return, and other public uses.

CASE STUDY

ELKO, NEVADA: SETTING GOALS FOR COWBOY POETRY

by Larry Friedman
Nevada Commission on Tourism

The Western Folklife Center is highly regarded for producing the nation's premier cowboy cultural event, the Cowboy Poetry Gathering. The event grew from humble beginnings to become part of a greater effort "to preserve and present the traditions of the American West."

In 1994, 7,500 people traveled to Elko, Nevada for the Cowboy Poetry Gathering. The average length of stay per visitor ranged from 4.11 days for the visitors from Washington State, to 2.62 for visitors from nearby Utah. The Cowboy Poetry Gathering attendees spent \$2.9 million, of which \$2.5 million came from out-of-state visitors.

The Western Folklife Center opened in Elko in 1992 with its main floor accessible to the public. Today, visitors can enjoy all four sections of the center, including the Main Gallery, the Folk Art Shop, the Pioneer Room, and the Music Hall. The center is becoming a tourism attraction for northeastern Nevada and holds outstanding potential for the future, fueled by heartfelt beliefs and undying enthusiasm of organization members.

Flush with the success of the original Cowboy Poetry Gathering, The Western Folklife Center now produces a second

event, the Cowboy Music Gathering, which made its debut June 24, 1993, with the sole purpose of showcasing cowboy music of the American West. The idea for this festival originated in 1989 with the formation of Voices of the West, a group committed to the preservation of western ensemble singing traditions.

Because our love for something can cloud our ability to see realistically, honesty and objectivity are key when setting goals and objectives. Before The Western Folklife Center organization developed the objectives and strategies outlined below, they took a look at both challenges and opportunities, evaluating both history and their current status.

Armed with commitment, desire, and objectivity, the organization developed the following objectives and strategies so their dreams would become realities. The following comes directly from The Western Folklife Center's three-year plan:

To increase awareness and maintain the nation's preeminent cowboy cultural event, the Cowboy Poetry Gathering.

- A. Develop major bi-yearly themes and alternate year program emphasis
 - 1. 1995 Major theme: Native American ranching
 - 2. 1996 Program emphasis: Poetry of Henry Herbert Knibbs and other special guests (e.g., Black Cowboys, Tuvan Horsemen)
- B. Streamline programming of the Cowboy Poetry Gathering (fewer artists, earlier exhibit openings)
- C. Assign staff event coordinator with clear staff/volunteer assignments and time schedules
- 2. 1995: Pacific Tides: Songs and Stories from the Islands
- 3. 1996: Native American/Cowboys
- B. Produce a radio pilot and complete market research in 1994 with the goal of creating a national radio network series by 1996
- C. Coordinate a performing arts tour in the region in cooperation with WESTAF beginning in the fall of 1994
- D. Beef up staff and activities in Utah in cooperation with Salt Lake Community College and Utah Task Force

To develop a popular family celebration centered on the music of the cowboy -- The Cowboy Music Gathering.

- A. Utilize information from other Western Folklife Center fieldwork for music programming
- B. Move event from fairgrounds to new site by 1995 or satisfactorily address inadequacies. Explore cooperative tent purchase and other site development strategies
- C. Employ a regional approach to audience development with media sponsors in a tri-state market area in 1994

To build an audience for diverse folk performance traditions found in the West -- Voices of the West.

- A. Create yearly thematic programming for annual festival in Salt Lake City
 - 1. 1994: Songs and Stories of the Land

To generate a highly spirited level of activity at the Western Folklife Center -- exhibits, educational and cultural activities, historic preservations.

- A. Begin developing a highly-interactive, multi-media, permanent exhibit on the story of ranch life in the West
- B. Develop an exhibit program with contract or curatorial staff
 - 1. 1994: Art of Will James
 - 2. 1995: Native American Ranching Exhibit/Cowboy Illustrations Exhibit
 - 3. 1996: Gathering of gear exhibit
- C. Create a center for cultural and educational activities for the local community. Develop a system for providing tours and performances for tour groups and rental schedule for facility

- D. Begin research for marketing plan making Western Folklife Center a tourist destination by 1995
- E. Plan and implement archives and collection system that will form a baseline for producing new programs
 - 1. 1994: Develop policies and methodologies
 - 2. 1995: Construct archive and collection facility
 - 3. 1996: Employ archivist

While the plan continues, this should give you a taste of how this successful group organizes itself to move forward toward its goals. Remember, writing it all down crystallizes thought and promotes action.

As you read through this handbook, gather the information that might help your project, then adapt it to meet your needs. After all, it's your vision for the future!

Chapter 8

Developing a Marketing Plan and Selling Your Destination

Identify Your Market

Before you develop your marketing plan you should know to whom you are trying to sell. Is your market individuals, retired couples, business travelers, group tours, vacationers, honeymooners? You will also want to determine the income level, location and any other specific characteristics of your potential visitors. This will determine how you market, where you advertise, and also whether you are likely to be successful.

Thinking that your town will sell itself "by word of mouth" is one of the most common marketing misconceptions. The customers' needs, wants, and wishes are very important to those who want to be successful in the marketplace.

Generally speaking, you can draw a circle around your town to visualize your market area for weekenders. Most visitors come from within a 500 mile radius. Day-use visitors may drive up to 75 miles, and overnighters may travel 75-200 miles. Initially, you may target travellers within this market.

Marketing and Advertising: Developing a Plan

Remember this simple phrase:
"Marketing is more than advertising."

Marketing is simply a way to inform people about what you have to offer, thereby encouraging them to visit your community. If the public does not know that you are special, they wouldn't know to visit. To gain the greatest economic impact, a visitor needs to spend the night in your town, so your marketing efforts should encourage them to spend the night.

Marketing is a **continuous** process that should not be neglected once it has begun. If you do not see an increase in visitors, consider changing the services or special features that you offer, your target market, or your marketing methods. Know that **flexibility** can keep you in business when your competitors fail.

So often, when one thinks of marketing, the first thing that comes to mind is: "Let's run an advertisement!" Certainly, paid advertising is part of a comprehensive marketing plan, but not the whole picture.

The most important thing to do is to develop a written plan. The success or failure of many businesses is often linked to their marketing effort. Give careful consideration to the development and implementation of a written marketing plan that is realistic in terms of:

- ◆ Cost
- ◆ Time
- ◆ Attainability
- ◆ Implementation

Few products appeal to everyone. Establishing your town as a destination requires a certain amount of assertive selling. Creating awareness and demand involves commitment to a marketing plan and hard work, especially in the initial years.

Your plan should be organized with some thought as to what you want to accomplish and how you will do it. First state your goals, then how you plan to accomplish them. Usually a plan will have several goals to accomplish - one may be "To Improve the Quality of Life in Our Hometown." An abbreviated example of a marketing plan follows.

An Abbreviated Example of a Marketing Plan

Goal #1: To stimulate the economic growth of our town through attracting visitors during our annual spring festival.

Objective/Action Plan

1. Print brochures to inform potential visitors about the upcoming festival.

These brochures will be distributed by mail, be available at all surrounding chambers of commerce, and local businesses within a 25 mile radius. Brochures will be given to school children to distribute to their families and friends, and they will accompany any correspondence sent out concerning the upcoming festival.
2. Design and print posters advertising the festival.

The posters will be displayed in store windows in your town and in surrounding towns to promote the upcoming event. The stores will also have a supply of brochures on hand to distribute to individuals who want more complete information. The posters will be the result of a contest conducted in the local schools with prizes awarded for the best entries.
3. Public service announcements (PSA's) will run on radio and TV announcing the festival dates and events.
4. A banner announcing the festival will be hung across Main Street.
5. News releases will be sent to all surrounding newspapers giving exact details and interesting information.

6. Advertisements about the festival will run in newspapers in surrounding counties to bring outside visitors into the community.
7. Information about the festival will be included in local newsletters, as well as sent to related agencies and businesses.
8. Booths will be set up at shopping centers or downtown areas in nearby towns to inform people of the upcoming festival.
9. Direct mail will be sent out to organizations, church groups, and civic and social clubs announcing the festival. (Include brochures.)
10. A live, remote radio broadcast will be arranged during the festival to encourage spontaneous attendance by listeners.
11. Feature stories about events or contests during the festival will be encouraged.
12. Billboards on major highways will announce the festival to attract passing motorists.
13. Announcements will be placed in local phone and gas bills.
14. Merchants will be encouraged to announce the festival on marquees.

Goal #2: Your creativity goes on from here.

Marketing Tools

Here are some of the marketing tools that you can develop to tell your story to others.

Brochure Development and Distribution

A brochure can be used to build awareness of what you have to offer visitors. Call it a "Visitor's Guide" and include all information a visitor may need to know while in your community, as well as being an enticement to come. However, do not try to be all things to all people.

The brochure does not need to be expensive, if you keep it simple. Using only one or two colors, rather than full color, will bring your cost down. Print as many as you can afford, since the more you print, the cheaper each copy is. Ask your printer where the cost breaks are in numbers. (Think in thousands, not hundreds!) Look to local partners for funding assistance.

Obtain brochures from other communities that have been successful in attracting visitors. Study them carefully and see what appeals to you. Select images and words that will represent your town in an accurate and inviting manner. The brochure should be as informative as possible, without appearing cluttered and distracting.

- ◆ As a general rule, the brochure should include details about:
 - local accommodations
 - specialty and outlet shopping
 - attractions
 - restaurants
 - recreational opportunities
 - boat landings
 - hunting clubs
 - museums

gardens
historic buildings
arts and crafts galleries
tours available
festivals and special events
campgrounds
state parks

◆ Maps

Make it easy for visitors to find you since people do not like to risk getting lost. You may need to include a state map, not just one of the immediate vicinity, showing how to reach your town from the interstate. You might also include a regional map showing routes from nearby states. Most important is a simple, clear map of your immediate area noting points of interest, not something so stylized that it is useless.

◆ Include addresses, phone and fax numbers of visitors bureaus or chambers of commerce and regional tourism organizations where more information could be obtained about your area.

If you plan for the brochure to be displayed in a rack, the best size would be a vertical 9" x 4". Be sure that it will fit into your envelopes if you plan to mail it, or, make it a self-mailer. The **top 1/3** of the front of your brochure must sell it, as that is all that will be visible from most display racks.

Bright colors, graphics, layout, and an attractive logo all play a part in making your brochure more attractive. Visit the

nearest welcome center and see what is available. Seek ways to make your brochure stand out among the others. (It is amazing how many brochures are printed on beige paper.) Consider seeking professional advice, which in many cases, could be donated.

The worst thing you can do with your wonderful new brochure is to stack boxes of them in the back room. Don't be stingy with them; give them away every chance you get, but in a thoughtful manner. If you don't use them, they won't do you any good. The brochure can be distributed through your chamber of commerce, local restaurants, gas stations, motels and bed and breakfasts, area convention and visitors bureaus, regional tourism offices, local businesses, airports, and at travel shows. You are limited only by your imagination. It is the most important piece that you can use in any direct mail campaign. Also, make the guides available to visitors after 5 p.m. and on weekends, when stores and offices are generally closed and visitors may be interested in touring.

A good, comprehensive visitors' guide will be a plus to encourage relocating families to select your area as a permanent home. Many retirees visit a location on vacation several times as a means of deciding if that is the community they wish to call "home" upon retirement. It can also be used by realtors in packets sent to prospective buyers, and as part of a welcoming package for newcomers. In fact, realtors may be a potential funding source.

Your complete visitors' guide can be used to attract new businesses and industries to locate in your community. Studies show that decision-making executives often rate the "quality of life" as one of the most important factors in relocating their business. The same qualities that make your town a wonderful place in which to live, and for tourists to visit, are also appealing to industries that are deciding about relocating. These qualities include cultural and recreational opportunities, friendly people, and a town that looks well kept and progressive.

Free Publicity

The best type of marketing that you can do is to create free publicity. People generally pay more attention to feature articles -- with eye catching photographs -- than paid advertisement. A good marketing plan will include a vigorous free publicity campaign. Here are some suggestions you may want to incorporate:

- ◆ Send regular news releases to newspapers, radio and television stations about interesting things to do and see, and about upcoming events and festivals.
- ◆ Seek guest TV and radio appearances promoting special events, new business openings, and improvements.
- ◆ Some newspapers have a weekly calendar and travel section that lists upcoming events. Keep them informed.
- ◆ When out-of-town families or groups visit your town, take a photo and send it to their

hometown newspaper. (Be sure to obtain a written release form from them.)

- ◆ Send any unusual photo with a creative, descriptive cut-line to wire services.
- ◆ Request a listing of your events in existing newsletters such as "The Market Bulletin" for farm-related events.
- ◆ Keep your regional tourism director informed of any festivals and events that could be promoted through regional promotions and trade shows they may be planning.

Press Kit

Develop a press kit that includes black and white photographs, color 35mm slides, a brief history, and a description of your town to give to newspaper reporters and travel writers. Include appropriate printed materials on the area. (Visitors' guide, tour itineraries, packages, etc.)

Some regional and local papers may wish to produce a human interest feature that will provide free publicity. Highlight local volunteers who have committed time and energy into community improvement. Search out some really interesting, unusual angles that a writer may pursue for a story.

Photographs

Build a library of high-quality assorted prints and slides to have on hand. Having good, clear, publishing quality photographs of your area is essential. Many writers will be working with a

close deadline and will not have the time or inclination to take photographs. We often think only in terms of wonderful color slides; however, much of what you will need for newspapers, newsletters, and some magazines will be quality black and white, glossy prints. You will need assorted types of prints and slides. Be creative. The old adage of "a picture is worth a thousand words" still holds true. You may choose to promote a photography contest about your area/town/region to build a library of photos. Be sure to make it clear that you will retain ownership of the photographs!

Sell Your Region

It is important for a community to recognize the benefits of promoting an entire region and to inform the visitors of the benefits beyond the city and county lines. Being more broad-minded only increases the variety of experiences that can be offered to a traveler and will lengthen a visit. It is recommended that you work closely with your regional tourism organization. Contact them, get to know them on a personal basis, and find out what services they can make available to your community. Some offer regional visitors' guides, representation at trade shows, participation in group tours, advertising discounts, and a host of other opportunities you may find beneficial.

Sell Yourself

Volunteer to give presentations to local civic clubs and community gatherings. Building strong credibility within the

community will help promote projects and eliminate misunderstandings. Many visitors are seeing family and friends. Local residents and businesses need to be aware of the special features, culture, interesting places or unique features in order to share that information with their guests.

Increase communication with local leaders and community groups to make them aware of what is available in your community. Offer assistance in developing presentations on services to upcoming meetings and conventions.

Newsletters

An important tool for establishing better communication within your community is the newsletter. Ideally, a newsletter will contain promotional events, special community attractions, announcements of improvements or additions to the business community, and recognition for volunteers who have assisted in your efforts.

Familiarization Tours

Contact your regional tourism director to volunteer to participate in familiarization tours (fams). These fam tours can be for group tour operators, travel writers, travel agents, or even educational or training trips for those in the hospitality industry. Providing complimentary meals, room inspections, personal contact, and printed information to fam participants would be a good marketing investment. Follow-up with a letter to all participants telling them you are glad they came and that you want their business.

Ask for assistance in planning your own fam. In general, it is better to have several small fams so that individual attention may be given to participants.

Community Events

Keep abreast of all activities and events in the community, particularly those activities that generate visitor traffic. For example, if an annual sporting event takes place in your community, contact the organizers and request that local accommodations, services and attractions be included in their materials.

Special Promotions

Encourage holiday and weekend packages that include activities such as hiking tours, hunting, theater, fishing, golfing, or historic tours. Offer special rates in newsletters, newspapers, and regional magazines for families and senior citizens. Special events and package deals such as these will create interest and generate publicity. Try to plan special events for each season of the year, and encourage local merchants to co-sponsor and promote the events. Try to plan events for the times of the year when fewer things are happening to encourage off-season visitation.

Advertising

Print advertising can be a very effective medium in creating awareness among buyers. It can also be the most expensive. Remember, advertising is only one of the tools at your disposal. In order to be effective, it should be

used in support of other promotional efforts and not stand alone.

One or two well-placed ads may be more effective than a multitude of scattered ads in a variety of publications. When placing an advertisement in newspapers of your major market, give a brief description of your event, festival or product. Then follow-up with a series of smaller reminder ads. You might also evaluate the cost effectiveness of placing small and frequent ads in the travel sections of regional magazines.

Consider purchasing advertising space in specialty publications that focus on local activities such as golf and hunting. When buying ad space, compare prices based on cost and circulation.

Another consideration is to contact the state office of tourism for its ad campaign schedule and consider advertising in conjunction with them. This is called "piggy-back advertising." It compounds the effect of your advertising dollars, giving you greater exposure, and a possible price break by being part of your state's section in a publication. The state may have already invested in research to determine its market and how to reach it. Take a tip from the professionals, and be sure that the target market is the same as yours.

Billboards on interstates and major highways approaching your location can be very effective in attracting travellers to stop for a special attraction or event. They can be rented monthly (\$300-

\$1,000) and vary in cost according to size and location. However, in some states, there are severe limitations on what is available.

Broadcast advertising (radio and TV) usually is a more expensive form of advertising. Production costs can be high, so you might consider using television or radio to announce special events, festivals, or openings. Select a station that shares your target market segment. For radio promotion to be effective, listeners should hear the name of the event several times a day during the period of a week. Seek professional advice in writing copy and choosing background music so that you project the desired image.

Inquiries

People who make inquiries are your most promising potential customers. Such inquiries should be answered *promptly*, and with the information requested. Make it easy for them to make reservations by including phone numbers.

Travel Agents

Target travel agencies in large cities for a sales blitz. Get a phone book from them or contact the American Society of Travel Agents and request a listing of travel agencies. Consider a direct mail piece to all agencies. Include any special group or individual packages you have to offer. Send additional information on the area, meeting space availability, as well as a cover letter. Remember, travel agents make their lives by the commission they are paid,

so be sure the product you are selling will benefit them, too.

You may couple this promotion with the cooperation of local accommodations and offer a "Come See Us" invitation to stay free (or at a discount) while they have an individual mini-fam to scout for a group. This will give agents an opportunity to get familiar with your properties and better sell the area as a destination. Consider offering a regular travel agent discount to any other agents from their agency who wish to visit. This will take cooperation from your accommodations. They may want to print a special coupon to be used, which could be done in the form of a postcard. Travel agents may be a good source for group tours.

Group Tour Operators

A group tour package fulfills the same requirement that an individual vacation does; you just multiply everything by 45 people! Many group tours are comprised of retirees. Travelling in a group is a very social experience. The participants are looking for an opportunity to meet others and have a good time. Entertainment is important, as well as educational experiences. People are retiring at an earlier age these days, so a retiree is not always synonymous with "OLD." People not only travel with groups because it is economical, but because group travel affords the opportunity to relax while someone else handles all of the arrangements.

Group tours may be from churches, retirement homes, schools, study clubs, or special interest groups. There is even a magazine aimed at farmers that offers farm tours.

When marketing to group tour operators, it is important to offer examples of itineraries and include wholesale (usually a 20% discount or more) prices on a set package that the tour operator may offer in your area. This would be a good project in which several aspects of the hospitality industry are involved. It is NOT enough just to mail tour operators a brochure and expect them to figure out all of the details.

A group package can include these elements:

- ◆ A group/wholesale rate on accommodations (including tax)
- ◆ Baggage handling
- ◆ A complimentary room for the group leader and possibly the coach driver, based on the number of paid rooms
- ◆ Some meals
- ◆ An activity or two to choose from such as a theater performance, a boat ride or a shopping spree. You can include a list of "options," and some could be free.

You are limited only by your imagination and creativity. The most important element is that a complete group tour package includes a price. State the price "per person, based on double occupancy." (If you don't have a price on a product, you can not sell it.) The

group tour operator can then add a commission to determine a profit.

Direct Mail

Contact the state office of tourism or regional tourism organization to get lists of inquiries from tour operators and design a direct mail piece offering packages with prices and details to operators who have expressed an interest in your state or region. Carefully develop and coordinate this direct mail piece for best results. Do not simply mail them one of your brochures. This will not bring the results you desire.

Include:

- ◆ A cover letter inviting the tour operator for a complimentary night's stay to "experience" your community
- ◆ Your visitors' guide including properties interested in booking group tours
- ◆ The most important information to include is one-night and two-night packages they could offer their clients. This should include a suggested itinerary, prices (including tax and gratuities), and booking procedures. The price should be a wholesale price, as most tour operators build in their commission. (State that the price quoted is wholesale.)

Tour operators will rarely bring a group somewhere that they have not personally stayed before. They have to sell their own programs and answer the questions of their travelers.

Personal calls need to follow-up each possible lead.

Trade Shows

To target group tours, you can join and attend the national conventions and marketplaces, such as National Tour Association (NTA), and American Bus Association (ABA). State offices of tourism can assist in providing you with a list of the trade shows in which they participate. These associations bring together the tour operators (known as the buyers) with the destinations and other private sector entities (known as the sellers). Scheduled appointments between buyers and sellers afford the opportunity to meet one-on-one with those of similar interests. Know your product and prices. Some contracts are signed on the spot. Follow-up with requested materials in a timely manner.

Last, but by far from least, consider packaging your community for visitors. People like to know exactly what they can do or see when they come for a weekend, or even a week. Give some thought to developing a "Get Away Weekend Package." It doesn't have to be long and involved.

Include a brief paragraph about the community's special history of cultural assets -- things not to miss while they are here. Include attractions within a 25-mile area, places to stay, shop, and eat. Try to select restaurants that serve local foods, or are located in a particularly interesting building or setting.

Communications Strategy

Educate and create public awareness by following several or all of these steps.

1. Speak to local clubs, church groups and women's clubs.
2. Conduct a public forum to present the marketing plan, and teach the value and benefits of tourism.
3. Set up hospitality training for businesses in the community.
4. Pursue media contacts.
5. Attract business and education support.
6. Target schools: Parent Teacher Organizations and teachers.
7. Pursue the support of elected officials.
8. Target retiree groups: American Association of Retired Persons, the Council of Aging.

Integrate tourism with business by doing the following:

1. Identify "key" leadership in each target group.
2. Gather leaders and network.
3. Assign tasks to leaders.
4. Form committees to set deadlines for tasks.
5. Develop a reporting mechanism.

Generate business support by doing the following:

1. Identify and contact businesses.
2. Schedule meetings with business owners.

3. Identify business members with Tourism Commission decal for window.
4. Network with other businesses in surrounding counties.

Research and formulate tour ideas and create tours. Categorize tours according to season.

- ◆ FALL: duck hunting, crawfish, fall foliage, sugar cane cutting, rice cutting, rice mills, festivals, Christmas tree farms, historic tours/cattle drives, bird watching, trail rides, and rodeos.
- ◆ WINTER: deer hunting, bow hunting, Christmas tree farms, Christmas pageantry, emu and ostrich farms, fur and wheat ranches.
- ◆ SPRING: day lilies, azaleas, camellias, garden tours, historic district, baseball, fishing, hiking, biking and cattle drives.
- ◆ SUMMER: fishing, baseball, rice harvest/mills/planting, crawfish, catfish, trawling/shrimp, deep sea fishing, festivals, emu and ostrich farms, and children's camps.

Tours can be categorized by special topic/area of interest as well.

CASE STUDY

OREGON TRAIL: COOPERATIVE REGIONAL MARKETING PLAN

by ROBIN ROBERTS
Oregon Division of Tourism

In 1989, several of the states along the Oregon Trail started discussing the upcoming 150th anniversary of this historic migration, to be celebrated in 1993. The states had never worked together as a group, but this seemed like an excellent opportunity to partner limited resources in developing a rural tourism program. Eventually, all seven Trail states were involved: Idaho, Kansas, Missouri, Nebraska, Oregon, Washington and Wyoming.

The goal was to market the Oregon Trail, more of an historic event than a tangible tourism product, while dealing with the challenge of a limited product, no organization in place to take the lead, and recognizing the product was extremely rural in nature.

The Trail states formed an informal organization, and proceeded to develop a multi-faceted marketing plan that included:

- ◆ Public Relations
- ◆ Media Kit and Calls
- ◆ Trade Show Participation
- ◆ Group Tour Market Development
- ◆ International Market Development
- ◆ Familiarization Tours
- ◆ Advertising and Fulfillment
- ◆ Collateral Material
- ◆ Special Events

Measurement Tool

The marketing plan had short and long term goals:

Building the Product

- ◆ Short term: complete the Baker City Interpretive Center, a Bureau of Land Management facility that was funded with federal, state, local and private funds, and tells the story of the pioneers' struggles on the trail.
- ◆ Long term: develop an interpretive center on the Umatilla Indian Reservation, telling the story of how the Indians were impacted by this migration of settlers.

Marketing the Product

- ◆ Short term: development of an awareness of the 150th anniversary.
- ◆ Long term: creation of tour packages that will be offered on an annual basis.

Driving Consumer Interest

- ◆ Short term: a media blitz, garnering national and international press on this event.

- ◆ Long term: continued interest via ongoing media of "new product" as it develops along the trail.

The Oregon Trail promotional partnership was a very successful program for many reasons. It leveraged new partnership dollars and developed marketing opportunities in very rural parts of all seven states. In addition, it sparked tourism projects in all states, ranging from improved signage to multi-million dollar interpretive centers.

Chapter 9

Customer Service and Hospitality Training

Customer service means making visitors feel welcome in your community. As a destination, you can make guests feel welcome by placing a banner or sign at the major entry points to your community. You can also arrange for volunteers to pass out maps, brochures, souvenir postcards, etc. at information centers and designated welcome kiosks throughout the community. Whatever welcome program you design, make sure you offer the visitor a warm smile and a friendly, "Welcome to our town!"

Communities can further demonstrate their appreciation of visitors by providing such conveniences as:

- ◆ Good directional signs
- ◆ Informational literature and maps
- ◆ Beverages in the visitor center
- ◆ Clean, adequate rest rooms
- ◆ Plenty of parking
- ◆ Evening and weekend hours for shops and visitor attractions
- ◆ Cheerful personnel
- ◆ Hospital and emergency information

If your community is attentive to such small services, your reputation will grow as a thoughtful, caring town that appreciates visitors. People will come back because they have been made to feel welcome.

Specialized Service Personnel

Every plan for tourism should include hospitality training. Planning for and offering such a program requires preparation. Many of the considerations that must be made regarding the means of offering a hospitality course are included in these guidelines.

- ◆ Check with your state tourism office to see if there is an existing hospitality training program you can access.
- ◆ Involve as many people in the planning process as possible. Citizens and special interest groups and employers of tourism personnel will be much more interested and enthusiastic about hospitality training courses and programs if they have been consulted in advance.
- ◆ Select or appoint an individual as chairperson who is enthusiastic and knowledgeable about the training needs. Let that person also serve as coordinator of training.
- ◆ Obtain supplementary services and information from other resource organizations such as the chamber of commerce, state and local colleges, organizations that serve businesses that depend on tourism for profit (hotel/motel and restaurant

owners associations, American Automobile Association, etc.), and human service organizations involved with the physically challenged.

- ◆ Assign committees to perform the following jobs:

Course Planning and Instruction
Membership and Attendance
Publicity
Funding
Incentives
Follow-up Evaluation

Course Planning and Instruction

Course planning and instruction should be kept simple, interesting and easy to understand. The following is a sample course outline.

Date: April or May
Length: One day is usually adequate.
Subject: Orient the importance of tourism to the community and to the employers. Describe local and regional tourist attractions and services. Introduce the art of hospitality, the dignity of personal services and gracious hosting.
Methods: The most effective methods of teaching hospitality courses involve using visual aids, demonstrations, tours and participant involvement. Charts, graphs, figures and illustrations, along with lecture, should be

used during training sessions. If possible, take participants on a tour of the community to point out its unique features, attractions and assets. Show color films, video and movies of regional attractions. Local photographers can provide good pictures, and the state office of tourism or the local chamber of commerce usually has other materials available.

A tour is essential for participants to really know their community. The tour should include all of the major tourist attractions, restaurants, entertainment places, libraries, shopping facilities, industries, museums and everything that might be of interest to visitors. The tour should be carefully planned. Each participant should understand each point of interest.

Skits and role playing techniques heighten interest in the course presentation. They can be used effectively to teach employees to give directions, handle difficult situations, and be courteous to guests. Encourage group participation as much as possible and keep the presentation moving by stimulating group discussion.

Empathy training is an effective means of teaching employees to deal with physically challenged visitors. Participants experience activities from a disabled perspective by using blindfolds, ear plugs, or other simulation devices, or by using a wheelchair for mobility functions.

Reserve a room that is comfortable, well-lighted and large enough to avoid crowding. Pictures, maps, travel

posters and similar decorations will aid in establishing an atmosphere conducive to tourism discussions.

Carefully plan each meeting and allow plenty of time to cover each subject. Change the pace of the meetings to maintain interest. Mix visual aids, demonstration skits, tours and discussion. Do not allow long speeches or presentations. Twenty minutes per subject is adequate for the lecture part of the presentation.

Publish the program in advance and send a copy to each participant. Ask participants to come to the meeting with questions, ideas and subjects to discuss that they think are pertinent.

Check mechanical props and equipment, in advance, to be sure they are working properly. Nothing will destroy group interest more than faulty equipment.

Have someone available to greet each person as he or she arrives. Create a friendly and relaxed environment.

Start and stop the meetings on time. Adhere to the schedule for each session, including breaks and lunch. Punctuality creates a feeling of respect between the audience and the speakers.

Provide for a summary at the end of the meeting. Have someone take notes on the most important elements of each presentation. Those notes not only will provide a sound base for planning future training sessions, but also can be published as refresher materials for the

participants. This will help the participant retain what he or she has seen or heard.

Develop a packet of materials for the participant to review after training sessions are completed. The packet should include maps, attraction information, a list of visitor services, auto repair places, hospitals, veterinary clinics, churches and so forth.

A partial list of hospitality training programs is provided for you. There are many others. A good place to start is your state tourism office or a local convention and visitors bureau.

"AlaskaHost" Program
Alaska Division of Tourism
Box 110801
Juneau, AK 99811-0801
tel: 907/465-2210
fax: 907/465-2287

"Put the Oh! in Oregon" Program
contact: Janet Kerr Porter
P.O. Box 20057
Keizer, OR 97302
tel: 503/393-3535
fax: 503/393-3040

Case Study

Scottsdale, Arizona: Hospitality Training for Native Americans

by Tandy Young
Native American Tourism Center

Hospitality training for Native Americans in Arizona provides a basis for identifying cultural differences and expectations between the Native Americans and non-Native American tourists who visit Arizona Indian Country.

Many tribes in Arizona have been exploring tourism as a tool for economic development. Given the tribes limited resources, they often seek outside assistance in the development of tourism.

The Native American Tourism Center, a non-profit organization in Scottsdale, Arizona, applied and received a grant from the state department of education to train Native Americans to be tour guides. The Center was already familiar with the cultural diversity on the various reservations, and the director, who is Native American, already understood how sensitive the Native Americans are when tourists ask questions that seem to unintentionally devalue their culture. Relying on experience and first-hand knowledge, a five-day course was designed to promote culturally appropriate tourism as defined by the tribal people at the reservation level.

Three different courses were presented to twenty Native Americans who represented Arizona and New Mexico tribes.

The first part of the course is tour guide training. It begins with the students interacting with a psychologist on appropriate ways to respond to questions most often asked by curious tourists such as the following:

1. Why are Native Americans alcoholics?
2. Is it true that Native Americans can't hold their liquor because of a certain type of enzyme they were born with?
3. What is it like to be a Native American?
4. Are Native Americans citizens of the U.S., and do they have voting rights?
5. Do Native Americans pay taxes?
6. Do all Native Americans receive monthly checks from the federal government?

Most tourists have a curiosity about Native Americans and their environment, fostered since childhood by media and stereotypes. Although Native Americans have heard the

preceding questions many times before, they have not been put in the position of formulating answers that would legitimize conceptions of self, social and political organization, how the world works and how the individual and group appropriately work in the real world.

Native American participants learn a certain measure of forgiveness for cultural gaffes and how to maintain their own sense of pride in being a Native American.

The second part of the course emphasizes skills required for being a successful tour guide. Specifically, how to fulfill the expectations of tourists who visit Indian Country. Over a three-day period the course participants learn:

1. How to talk in front of a group of people with and without a microphone.
2. How to share information on the state and southwest Indians that is of interest to the typical visitor.
3. How to produce an effective tour itinerary and commentary.
4. How to lead a tour and deal effectively with a variety of situations and people.

The last part of the course is taught to participants who intend to return home and teach others how to be tour guides. Handbooks, a video cassette and other basic teaching materials are provided to assist with the instruction.

The success of this course is reflected in new job opportunities for Native Americans on the reservations (where jobs are scarce), and in the fact that tribes now have more control through tribal member tour guides who will protect sacred sites by taking visitors on culturally acceptable tours.

CASE STUDY

NASHVILLE, TENNESSEE: CUSTOMER SERVICE OPRYLAND USA-STYLE

by WOODY PEEK
Opryland USA

"Opryland USA" is an umbrella term that describes a collection of entertainment, broadcasting and hospitality businesses. Opryland USA began in 1925 when WSM radio in Nashville opened a new live program called the "WSM Barn Dance," which was later changed to "Grand Ole Opry." The rest is history. Opryland USA now consists of Opryland Themepark, the Opryland Hotel, the Grand Ole Opry, the General Jackson Showboat, the Ryman Auditorium, the Wildhorse Saloon, Opryland's River Taxis, as well as other Gaylord Entertainment Company divisions such as The Nashville Network, Country Music Television, Opryland Music Group, and Country Music Television Europe.

Since its humble beginnings, Opryland USA/Gaylord Entertainment Company has grown into the internationally recognized source of country music, country lifestyle and family entertainment. As the company grew, it also became more fragmented with its many divisions and needed to take special care to ensure the highest level of satisfaction for its customers. This case study concentrates on one example where "the customer comes first" and how appropriate changes were made to assure that satisfaction.

As Opryland USA grew and continued to add new additions, each of these entities had their own offices, staff and reservations/ticketing centers. This created confusion and problems for tour operators, travel agents and consumers trying to arrange group tours or vacations. Separate phone calls had to be made to each attraction, as well as to the hotel to book reservations, and operators were usually not well versed on other divisions. This created a major hassle, especially for tour operators who could be planning many group tours throughout the year.

Due to the creation of many new divisions, there were also separate sales departments created. This led to tour operators and travel agents having various appointments or receiving numerous calls, all from Opryland USA, each with a different sales person not knowing about the other and duplicating efforts. This also created a sense of frustration.

Opryland USA management began hearing comments regarding the procedures that the industry had to go through to "book business" with Opryland USA. That was when management took a close look at their products and services to evaluate what they could do to please their clients.

Management decided to hold input sessions, focus groups and personal interviews internally as well as externally. Opryland USA discovered that as they grew, they lost sight of their customers. They were making decisions that were easy for them, but not in keeping with the original philosophy of "the customer comes first."

After this discovery, Opryland USA used what their customers and employees had to say and began a total restructuring process. They created a centralized reservation and ticketing center for individuals and groups, which allows customers to now only have to make one call to an 800 number for "one-stop shopping." Reservations can be booked at any attraction or concert throughout the Opryland complex which again, unifies efforts. The sales staff has also been consolidated so that all nine components of Opryland USA are represented by all sales people. This consolidation adds that personal touch with clients and cross selling of the entire Opryland USA complex.

Opryland USA almost immediately experienced positive feedback from the industry and their employees. This process is an example of how Opryland USA listens to and responds to the needs of their customers and remains committed to putting them first and foremost in their decision-making process.

SECTION IV

MAKING IT WORK

All of the planning in the world will remain "just a plan" if you do not have a way to implement your ideas. You can strategize new facilities and projects, develop creative marketing plans, and create bold new ideas, but how do you make them a reality?

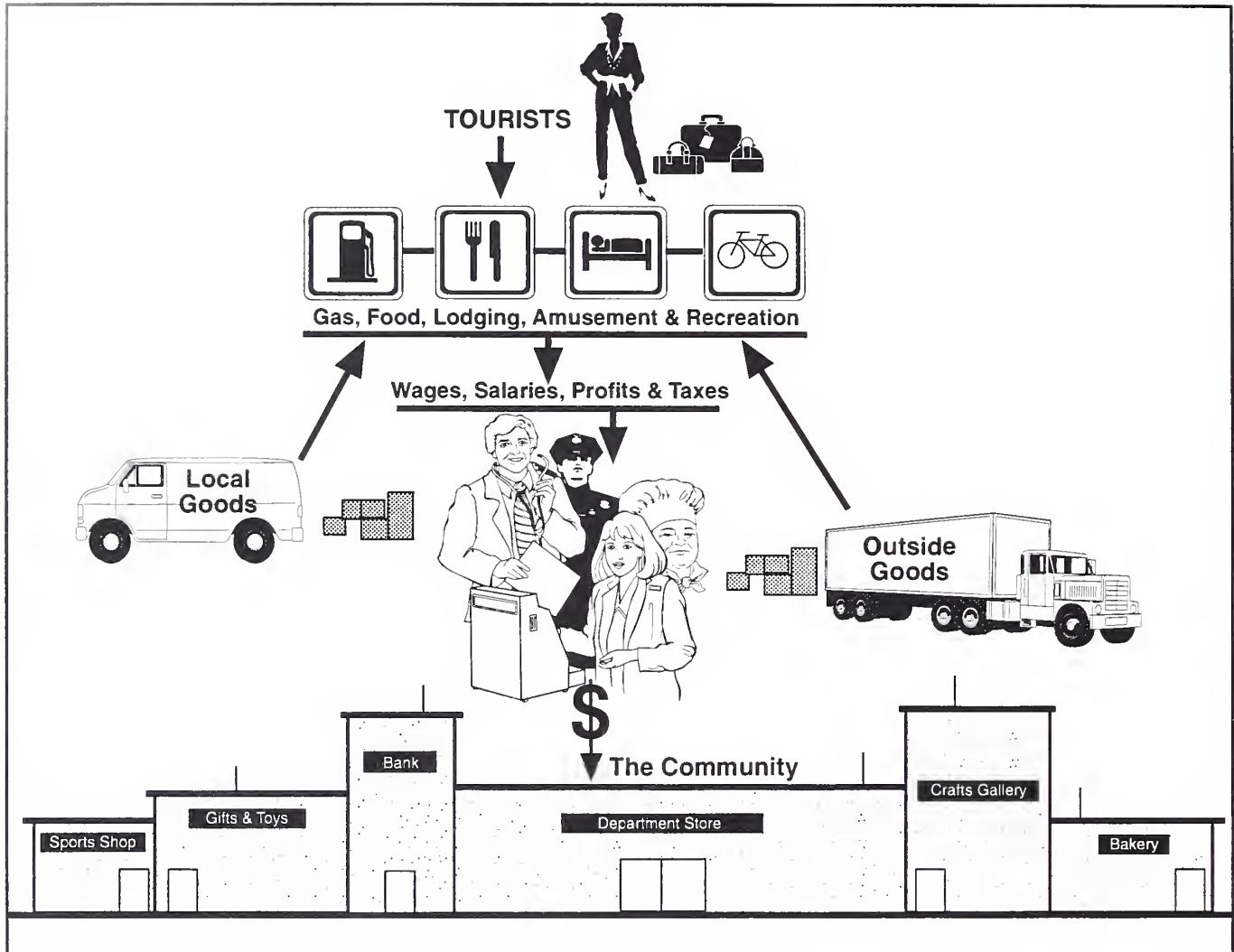
Developing a long term vision for sustainable funding and staffing for your efforts will be critical. Building partnerships and creating community support will be needed to make your tourism strategy come to life. This section will discuss ideas to consider, in an effort to "make it work!"

An example of a successful public awareness program was developed by the Kingsport, Tennessee Convention and Visitors Bureau:

Following is a graph on tourism dollars. The paragraph under the graph, "where does the money go," is the explanation of the graph. We use this graph on our tourism flier, printed during National Tourism Week, to simplify the explanation about how tourism dollars

flow through the community's economy, and how tourism is beneficial to our community.

Tourists bring in new outside dollars to the community. All of the money filters through the local economy and much of the money remains here. Many portions of the community benefit indirectly by supplying the businesses that sell directly to the tourists. The public sector gains economically as well as the private sector. The visitor directly pays gasoline, lodging, sales, tobacco, and alcohol excise taxes. Indirectly, tourists also help pay real estate, business, and income taxes as businesses pass these on to the customer. The graph is basically a visual to aid in the understanding of how tourism dollars are recirculated back into our economy. Often times people can see a concept easier than they can read and comprehend a concept. As tourism grows in our community, it is becoming increasingly important for residents to understand how tourism effects each one of them.



Where Does the Money Go

The dollars travelers spend are recirculated back into the local, state and national economies and directly benefit other related industries, such as the telephone, construction, computer, steel, textile, agriculture and food processing industries, who rely on tourism for their survival and growth.

This multiplier benefits virtually everyone in the U.S., by generating tax revenues, which help pay for our roads, schools, libraries and city parks. Travel spending also helps support shopping and historical areas, art galleries, museums and many cultural and community events.

Chapter 10

Joint Partnerships

Why Partner? or No One Is An Island

From sole proprietorships to full corporations, one-person chambers of commerce to fully-staffed convention and visitors bureaus; the development of tourism product means reaching out to others, leveraging relationships, building constituencies. Partners come in various shapes and sizes, representing companies and organizations and sometimes, just themselves. They can also be mutually beneficial, and that's why they're sometimes called "joint partnerships."

Why Partner?

For some, creating partnerships is as simple as breathing -- for others, it's a learned process. Regardless, it's something that has to be done in order for your tourism efforts to succeed. Partnerships are a necessity -- from conception of tourism product to implementation to promotion. They're one of the most basic forms of public relations; an essential ingredient in any marketing mix. Partnerships provide support for the development of product and help get the word out about it. They extend a product's reach. Even more important, some of us tend to operate in a vacuum, trying to do it all

on our own. It's partners who prevent that and help us overcome obstacles such as increasing support, raising monies, and cutting through red tape. While at times the process may be unwieldy, it's the partnerships that will ultimately assure the success of your tourism product or venture.

How Doyado It?

There are many different ways to "partner" and many different entities with which to do so. The number of partners you can ultimately work with is limited only by your imagination and creativity.

The first place to look for partners is locally since without local support, your project probably won't get off the ground. Make a list of potentially supportive individuals, companies, civic organizations, etc., figure out the best way to approach him (her or them), and then do it. Remember the *Cardinal Rule* of rural tourism development: *it's going to be a lot easier to create tourism product and programs with substantial community support than without it!*

Another natural partnership is with government, especially your city council. There may be permits and other hurdles to clear before your project will be a success. Having these partners on your team will make those barriers less formidable. Make sure the mayor or county supervisor is fully briefed on your project and its economic development potential. Be sure to make it clear that tourism attractions/product generate visitors; and that these visitors dollars will multiply far beyond the admission charge.

For example, perhaps you are interested in opening a mining museum; the community was once dependent upon mining, there's a number of interesting artifacts available, and even some ruins still exist. Go back to your original needs assessment. Who felt your potential museum was important? The town fathers and mothers at City Hall? Put them at the top of your list (especially if you think tours through the ruins might be an interesting side component to the mine). Who else did you interview? Your CVB director? Members of local civic organizations? Maybe one of them (or many of them) are interested in assisting with the museum's start up as a club service project. Keep in mind these organizations are composed of individuals; and individuals are a natural multiplier as well. The more individuals in support of your project, the more they'll talk to others and generate additional support. Think of all the local individuals, companies and organizations who will derive a direct benefit from this project. Gift stores? Restaurants? B&Bs and hotels? What

about transportation -- public as well as private, and their support systems such as gas stations and parking lots. Your list is enormous at this point -- and you're only just starting!

Once you've exhausted every potential local partner, start thinking beyond your community. Think regionally ... statewide ... even nationally. Are there individuals or groups "out there" who also have or could have a stake in your project and want to make sure it succeeds? Are there corporations or foundations that provide financial or other means of support? Think about them, research them, add them to your list and then go after them!

Once your product is up and running, you'll still have to market it, which is an entire other chapter, but also something that is heavily dependent upon partnerships. Get involved with your local convention and visitors bureau, a regional tourism marketing association (if there is one) and your state tourism office. Make sure each knows you exist -- they're experts at creating partnerships. They're the ones handling the general tourism marketing in your area. Once you're up and running, they'll be eager to include you in familiarization trips (press trips, tour operator product development trips, travel agent education trips), provide you with trade and consumer leads for individual follow-up, and enable you to enter into cooperative advertising agreements, among other things.

Think about joining national tourism marketing organizations such as the National Tour Association or the

American Bus Association. Membership organizations are partnerships, too; and within them, you'll have the opportunity to create additional partnerships with other individuals who do what you do (also called "networking").

Quite simply, identify the potential partnerships, pursue them, and use them. Determine who has a possible stake in the success of your product, try to get them on your team, and then give them something to do (which, of course, makes them valued partners!). This is not a difficult concept to grasp.

Remember, there are many opportunities and careers that lend themselves to "going it alone," however, tourism development -- especially rural tourism development -- isn't one of them.

CASE STUDY

KOTZEBUE, ALASKA: PARTNERSHIPS IN RURAL TOURISM DEVELOPMENT

by Kari Westlund

Juneau Convention & Visitors Bureau

The setting was Kotzebue, Alaska. An Inupiat Eskimo Village 126 miles above the Arctic Circle, Kotzebue had something unique to offer visitors. Obstacles were distance, time, cost and infrastructure. An established operator who had successfully offered Arctic tours in conjunction with an airline partner decided to pull out of the market. The Kotzebue based Native regional corporation, NANA, saw an opportunity and started to form key partnerships. The first priority for NANA was shareholder hire from Kotzebue itself. The previous operator had hired college students from "outside" to come in to the community for the summer, and the locals resented having their culture misinterpreted for tourists. This caused them to also resent tourists.

NANA would ensure local jobs and self interpretation by a proud culture. A subsidiary, Tour Arctic, was formed to operate the tours. The only airline offering passenger jet service at the time, Alaska Airlines, was approached. It agreed to use its established tour desk to market and book all reservations and a procedure for blocking tour and hotel space and issuing manifests was established. NANA already owned the local Nullagvik Hotel, and an interpretive museum, The NANA Living Museum of the Arctic. These separate components

were brought together to make up the elements of the tour package. Tour Arctic established an interpretive cultural camp, bringing together children and Elders, benefitting young participants who learned about their heritage and providing an outstanding forum for interpretation for visitors, giving the youth a chance to learn contemporary public speaking skills.

A Seattle consultant was hired to interface with the cruise lines and major tour companies offering inclusive Alaska itineraries to ensure that the Arctic itinerary would be included or at least be an optional offering. Because all local jobs, with the exception of one consultant, were filled by Native shareholders, the community began to feel differently about tourism. Most of the village was related in one way or another to at least one person working in the visitor industry, and as guides were encouraged to learn and use their traditional language and customs, pride was restored to many residents.

This form of partnership, between business and a rural community, can make the difference in the tone of a tour product for clients. When visitors travel to Kotzebue on a tour, they are greeted by Inupiat who have a vested interest in the tour company, hotel, museum, and camp programs. They learn about

culture from the people who live it, and come away having come into contact with what they are looking for. It is through critical partnerships between the community, tour related companies, and the airline that this success has happened. The community didn't have the expertise to take its product to the marketplace alone. The airline did, through its established wholesale and retail tour desk. The hotel needed summer occupancy to enable it to serve the community year round. Distance required an overnight itinerary and, therefore, a hotel partner. The airline and tour company could not deliver a quality product without the support of the community. The product is culture, and only the people who live it can really deliver it. For the community and Inupiat culture, an additional benefit is the "cultural window" concept. Accurate information about a unique and historically significant culture is now disseminated all over the world ... a wonderful opportunity for understanding and the solicitation of support for customs not always easily accommodated in modern society. This excellent example of rural tourism resulted in real success at many levels for the partners involved.

4

Chapter 11

Developing Funding Sources

How do you find funding for all of your projects?

There is no easy answer to this question. State and federal revenue coffers are getting smaller and smaller, and the competition for the existing funds is getting stronger and stronger.

Have you ever heard, "We have this great project going in our town, how much would you be interested in contributing?" Before you can pursue funding sources, you must first determine the amount of support you have. If your group has no money or resources to put into the project, you can't expect any individual, foundation, or government agency to be interested. You must demonstrate commitment!

There must also be a clear and decisive plan of action. Your organization must know exactly what it wants to do with the project, determine how it will benefit the entire community, and you must know exactly how the funds you are raising will be spent. There should be an overall budget and business plan. On-going operation and maintenance costs must be addressed.

Avenues of funding should be investigated throughout the planning and organizing process. If you have planned, organized and received the public "buy-in" from your community,

fund raising or dovetailing the promotion of your activities into those of other organizations within your community will not be difficult. By sharing your ideas and programs with other groups, you are providing credibility to your cooperative organizations and they too yours.

In order to seek funding, you must know exactly what type of projects you have. Very often communities seek funding without having a clear cut idea of the specifics of the project. For example, it is not uncommon to hear, "We want to open a museum, what kind of funding is available?"

The problem with this question is the lack of information. Is there an existing building? Is there sufficient interest in the community to support a museum? Is there a funding base established from which to build additional funding? Is there a plan to "staff" the museum? Are there funds available for maintenance and upkeep? These questions have to be considered when a community thinks of opening a museum. This is just one example of how important the planning and organizing stage is in the seeking of funds.

Basically, there are two types of funding sources: Conventional and unconventional.

Conventional funding sources include loans, grants, tax collections (such as a lodging tax), corporate/business sponsorship and a line item in the budget of your municipality.

Loans

Include minority and women-owned businesses; Farmers Home Administration; other United States Department of Agriculture programs; and programs through the federal or state department of economic development, etc.

Grants

Include local, state and national arts groups, humanities, historic preservation, National Park Service, U.S. Forest Service, Outdoor Recreation Coalition, Federal Highway Administration (ISTEA), etc.

Corporate/Business Partnerships

Include banks, local businesses, utilities, and other services in your community. These funds are harder and harder to come by. You are not the only one tapping into these resources. In order to access these funds, you must plan ahead; prepare a reasonable budget; indicate other support or in-kind contributions; show need; emphasize publicity opportunities for sponsors; showcase your community; and illustrate the benefit and good the project will accomplish for the community, your organization and the sponsor(s).

Unconventional financing is another way to say "creative packaging." Here, you find ways to fit a square peg into a round hole; or, you find ways to piggyback on existing promotions. The tourism product you develop for your community should be able to fit into several local activities and promotions already happening in your community.

By being creative, you can create your own avenues for financing through organization dues, advertising sales, earned income, indirect support (from your network and "public buy-in" by seeking contributions), cooperative agreements, bartering, volunteers, local talent, user fees, and/or special events (organize a special event to raise money for a specific project).

Tips to Improve the Success of Your Community's Projects

Learn from other communities' successes and failures. Has a similar project been completed by another community? Check with these communities to learn more details about the project's financing and management. This may give you valuable ideas on managing and funding your project.

Select and organize structure appropriate to the project. There are many organizations, each with special strengths and weaknesses. Evaluate your project to determine which local organization has the skill to complete it.

Don't underestimate the funds needed to complete the project. Lack of adequate funding can result in project failure. Ask professionals in your community to help develop realistic project financing plans.

Select the appropriate financing tools. There exists a wide range of financing tools that can be used to help finance tourism projects. Selecting financing tools that will provide adequate monies and can be repaid with the revenue generated by the project is essential.

Develop a financial plan. A project financial plan, or business plan outlines all the funding tools that will be used, how the maintenance of the project will be funded, and details how your community will repay the debt.

Use multiple sources of funding for the project. Most projects require more than one source of financing. Multiple sources of financing will provide a more stable funding base.

Leverage community resources with other sources of funding. Communities with limited resources often leverage money from various funding sources to complete the project. Many funding sources do not wish to take the total risk for a project. Cost-sharing is frequently used to distribute the risk.

Separate operating and project development expenses. Project expenses are usually one-time expenditures needed to complete a

project. Operating expenses are costs needed to keep the project functioning and should be financed through funds generated by the project.

Evaluate the risks of the project. All projects have potential risks of failure. Careful review of these potential risks can help you design a better project, plan for these risks, and reduce the chance of failure.

Consider a public-private partnership for your project. A combination of public sector and private business cooperation is an excellent strategy for reducing the risk of project failure and assuring long-term project viability. Private businesses are more flexible and can keep up with market conditions if the project relies on project revenues to fund the debt.

Develop project funding for both capital costs and operational and maintenance costs. Over the lifetime of a project, the operational and maintenance costs will be greater than the initial capital costs. Many project plans fail to consider operation and maintenance costs.

Have an outsider evaluate the feasibility of the project. Projects often fail due to poor planning and evaluation of the basic project idea. A critical review of your project by an outside evaluator can help identify major problems.

Determine if the project will improve your attraction base or increase jobs and income for your community.

Projects that fail to fit into your overall community tourism development plan and do not add to the economic base of your community will be difficult to maintain over time.

How to Finance Major Projects

There are a variety of funding methods that can be used by communities to finance major improvement projects.

- ◆ **General revenue bonds** -- Local governments sell municipal revenue bonds and pay back principal and interest from project revenues.
- ◆ **Private Investment** -- Private investors may finance a tourism development project. However, private development needs zoning and public utilities and services to complete these projects. Private investors sometimes ask for assistance with financing or public services in order to make the project feasible.
- ◆ **Local fund-raising efforts** -- Local organizations ask citizens, civic and social community organizations for resources to fund projects and activities.
- ◆ **Development of a non-profit corporation** -- Non-profit corporations can be formed to develop and operate projects and programs. The corporation may sell shares or memberships and take out loans to finance a

project.

- ◆ **State, federal or private foundation grants or loans** -- These grants or loans are provided for a specific program or project. Costs funded are usually major acquisition, building, or development costs that occur once in a project's lifetime.
- ◆ **Government financing** -- City and county governments can use their financing and taxing powers to provide funds to develop and build tourism projects. Recreation areas and parks usually are funded by government.
- ◆ **Debt or equity financing** -- Lending institutions provide debt financing to develop the project, or individuals invest their own monies to become part-owners of the project.
- ◆ **Revolving loan funds** -- Local governments or non-profit economic development groups sometimes create revolving loan programs. These loan funds are used to provide low-interest loans to business start-ups or business expansions. When funds are repaid, additional loans are made to businesses. Funds may come from a variety of sources including foundations, state governments, banks or contributions from local groups.
- ◆ **Venture capital funds** -- Venture capital funds can be used to finance large projects. Commercial venture capital funds

expect sizable returns on their investment if the project is successful. Local venture capital funds are formed to help develop small businesses and community projects.

- ◆ **Grants and gifts** -- Monies are sometimes available from state and federal agencies, foundations and corporations. These grants and gifts are available for one-time costs for development.
- ◆ **Sales tax** -- Communities enact local option sales taxes to help fund tourism and infrastructure development projects.
- ◆ **Special funding methods, tax incentives and tax increment financing** -- Lending institutions provide debt financing to develop the project, or individuals invest their own monies to become part-owners of the project.
- ◆ **Local foundations** -- Communities can create local foundations, solicit funds to create an endowment, and fund community projects through the interest from the endowment. Foundations provide an excellent method to develop long-term funding.

How to Finance Small Projects

The following sources can be used to finance tourism marketing and development activities.

- ◆ **Organization dues** -- Membership dues are often used by chambers of commerce and

similar groups to hire a professional to manage an organization. Some charge flat fees to all the membership, but many have a sliding fee scale based on the number of employees or gross revenue. A sliding fee scale usually generates more funds and is considered more equitable, since larger businesses are usually better able to afford higher fees.

- ◆ **Local government** -- City, parish or county governments are often asked to contribute to the operation of economic development committees or groups. The ability of these organizations to tax constituents provides more accessible resources, especially for small communities. However, many government bodies may only provide start-up support and not sustain these activities over a long period of time.
- ◆ **Selling advertising** -- Some communities develop joint marketing programs by selling ads in their own brochures, magazines, flyers and other marketing materials. This method assures that those who benefit pay.
- ◆ **Lodging taxes** -- Charging room or bed taxes to help finance marketing efforts is becoming common, even in small communities. A tax is levied against room sales for hotels, motels, bed and breakfasts, and in some cases, campgrounds. This strategy charges visitors for the cost of community marketing.

- Lodging taxes are not always dedicated to tourism uses. Check your state and local laws for details.
- ◆ **Donations and gifts --** Communities often request state organizations, large businesses and organizations, and foundations for special grants to assist them in starting or expanding a tourism or economic development program. Such gifts are usually of a limited duration and should be used only for special start-up program costs. Funding sources may be found both inside and outside the community.
- ◆ **Earned Income --** Organizations can generate income from a variety of sources such as space rental at buildings or festivals, administrative services, advertising sales in organizational marketing efforts, ticket sales, vendor fees, or sale of goods at a festival or event. Tourism committees or organizations sell books, t-shirts, pins and other retail goods to help generate funds. Sometimes these items may be sold at visitor centers year round.
- ◆ **Food and beverage taxes --** Organizations or governments levy special taxes or find unique funding sources to help finance tourism marketing projects.
- ◆ **Voluntary contributions --** Tourism businesses -- such as resorts, restaurants and campgrounds -- volunteer to pay a set fee or a percentage of gross sales to help finance joint marketing efforts. This can be classified as a "fair share" method of voluntary assessments.
- ◆ **For profit business operations** -- Communities own or operate businesses that create profits to help fund marketing efforts.
- ◆ **Special district levies --** Communities create special taxing or development districts that levy taxes and provide funds for organizational and marketing efforts.

Corporate/Business Sponsorships

Most corporations and businesses located in your area take great pride in being good corporate or business citizens. They have programs for community projects that improve the quality of life, educational level of its citizens and the economic well being of the community.

This support is demonstrated through financial contributions to worthwhile community projects. Priorities for corporate and/or business contributions mostly target four general areas: Social concerns, education, economic development and culture and the arts.

- ◆ **Social concerns --** Corporations and businesses are interested in projects that will improve the quality of life within their respective market areas. The market area can be local, parish or county wide, statewide or a multi-state region. Programs that improve specific elements of the public welfare, citizenship and

community development are welcome to seek funding. Projects include: United Way, youth organizations, health and welfare organizations and community involvement projects.

- ◆ **Education** -- Education is the key to the nation's well being in terms of economics and quality of life. Corporations and businesses are committed to improving education in their respective market area. It is from the ranks of the educated that their future employees will be hired. Corporations and businesses are eager to contribute to educational areas that will possibly benefit them later. They may sponsor or contribute to: private and public colleges and universities, special programs for elementary and secondary schools, and education related projects such as Junior Achievement.
- ◆ **Economic development** -- The business community has much to gain from a healthy economy. For example, new businesses create new customers for utilities. Many utilities have staff and resources dedicated to economic development.
- ◆ **Culture and the arts** -- Corporations and businesses also strive to increase awareness, public interest and appreciation of visual and performing arts. Contributions may be made to such projects as art funds or councils, museums and cultural centers, public radio and television stations, and

visual and performing arts organizations.

What Do Sponsors Want to Know About Your Organization?

- ◆ Is it well managed and effective?
- ◆ Are its objectives supported by the community?
- ◆ What are its on-going sources of support?
- ◆ What is its financial condition?
- ◆ Does the corporation operate in its area?
- ◆ What is its potential for success?
- ◆ What percent of its budget is allocated to fund raising and administration?

What Do Sponsors Want to Know About Your Project?

- ◆ How will it benefit the community?
- ◆ What is its potential for success?
- ◆ Is this a corporate or business sponsorship priority?
- ◆ What other organizations or agencies provide similar services or support?
- ◆ What is the minimum level of funding necessary for the project to be successful?
- ◆ What percentage of funds are being requested?

Sometimes corporations and businesses give special consideration to organizations, causes or projects in which there is, or can be, a high degree of involvement and participation by its employees.

Evaluation Guidelines

All corporations and businesses are asked to financially support projects in the area in which they are located. Therefore, they have developed guidelines for funding requests. First of all, they appreciate written requests that address the following:

Funding Requests for an Organization

- ◆ Description of the organization
- ◆ Purpose of organization, history and current status
- ◆ Proof of tax-exempt or non-profit status
- ◆ Current budget, including sources of income
- ◆ List of key management personnel and board of directors

Funding Requests for a Program or Project

- ◆ Purpose and objective the program/project will benefit or serve in the community
- ◆ Total funding needed and funding projected sources
- ◆ How objectives will be achieved and the time frame
- ◆ Amount requested
- ◆ Method of evaluation for program/project success
- ◆ Plans for the future

What Do Sponsors Want From Their Support?

Most corporations and businesses give because they want recognition and exposure for their services and products. Before contacting a

corporation or business for support, prepare a plan of action as to how you are going to publicize and recognize their support before, during and after the event or project is completed.

Offer corporations and businesses:

- ◆ Media: interviews with area television and radio stations
- ◆ Mention in news releases
- ◆ Banner and/or booth
- ◆ T-shirts and other items with their name and logo printed on them
- ◆ Activities in which the corporation or business employees may participate
- ◆ Credit the corporation or business for their support

Financing Small Businesses

Small communities often have difficulty developing and expanding businesses that provide products and services to visitors. Business development requires entrepreneurs (people willing to risk their money to start-up or expand into a new area), community support, financial assistance, and help from professionals acquainted with problems of small businesses.

Funding Sources

- ◆ **Personal savings** -- Most banks for individuals will not lend the total amount needed to purchase a business and provide operating expenses. Entrepreneurs will need to use savings and assistance from friends and relatives to provide initial financing to start a business.

- ◆ **Debt financing** -- Debt financing is most frequently based on the ability to pay the debt interest and repay principal from the profits of the business and is often dependent on the development of a good business plan.

People or institutions who help finance businesses depend on the "Five C's" of credit to help determine their willingness to lend money. These are:

1. Character: a person's reputation as an honest and skilled individual who will make every effort to repay the loan.
2. Capacity: the ability of the business to generate the money to repay the loan.
3. Collateral: those resources that a business person owns that can be used to repay loans if the business fails.
4. Condition: those economic and community factors over which the borrower has no control.
5. Capital: the ability of a business person to invest their own funds in the business.

Equity financing refers to the resources offered by individuals or institutions to help start or expand a business. Equity financiers offer to take the same risks as the business owner and expect to receive some reward from the profits of the company.

Some small businesses qualify for special programs managed by federal, state and local governments. These can be federal loans from the Small Business Administration and the U.S. Department of Commerce, state loan or grant programs, or local revolving funds designed to help business start-ups and expansions.

Most existing businesses finance at least part of their expansion from profits. Expansion through this method may be slower, but it places all control in the hands of the business owner.

Several other financing options are available, such as loans from suppliers on attractive repayment schedules, loans from life insurance policies, deposits from customers, or loans from small business development companies.

CASE STUDY

SWEET HOME, OREGON JAMBOREE: A DREAM TURNS TO ECONOMIC DEVELOPMENT

by MANDY COLE SCHMIDT
USDA, Forest Service

Nothing about the Oregon Jamboree, an annual country music concert in Sweet Home, Oregon, is a textbook economic development process. It began with a dream. A Sweet Home resident loved the music of the Judds so much, she daydreamed about bringing them to her town for a concert. Since Sweet Home was a timber dependent community of less than 10,000, and was working to recover from hard economic times, she felt the concert would benefit the city and be one heck of a good time. So, being a Judds fan, she followed them on their concert route, and waiting for the chance to ask if they would come to Sweet Home. One day she was invited to talk to Wynonna Judd ... who loved the idea of performing in a small timber town. The dream came true, and that was the beginning of the Oregon Jamboree in 1992.

The next steps in organizing the concert were huge:

- ◆ find a suitable location
- ◆ secure sponsors and partners
- ◆ obtain permits
- ◆ advertise and sell tickets
- ◆ find 300 volunteers willing to spend hundreds of hours to make this dream a reality

Finding the volunteers was not a problem. The town of Sweet Home loved the idea of a country music concert with headliner musicians like Wynonna Judd. That enthusiasm and energy was the secret ingredient. The city donated staff time and the police department assisted with security. Even the school district pitched in and cancelled classes on the concert weekend so the Jamboree could be held on the football field. Utility companies donated labor, equipment and materials to make the site ready for a high-decibel concert. Service groups and school organizations set up concession booths, parked cars, and ran temporary campgrounds for concert attendees.

The 1992 Oregon Jamboree had 6,500 visitors streaming through the gates, leaving a net profit of \$15,000 to be used for economic development in Sweet Home. The 1993 event headlined Wynonna Judd, Clint Black and Brooks & Dunn, and attracted 25,000 people. The concert yielded \$60,000 for economic development. Camping was added to the concert packages in 1993 and 700 camping spots were sold. 1994 promises to be even bigger: Sweet Home expects at least 30,000 people for the 3-day concert and is planning to provide close

to 1,000 camping sites. All of this is administered through a local non-profit economic development group that uses the funds carefully and often leverages other funding partners.

So what's the secret behind this non-traditional daydream approach to fund raising? Have a dream and believe in it so strongly, that hundreds of volunteers and others become believers, too. Work hard to get cooperation by corporations, government and other partners. Maintain and persist! Vision and volunteers, passion and persistence -- these are the ingredients for success.

Chapter 12

Festivals and Events as Tourism Development Tools

Festivals and events are excellent tools to help a community develop and expand its tourism industry. Action-oriented festivals offer activities that help attract visitors. Funding needed to start festivals usually comes from local government, chambers of commerce, or contributions from local businesses. As a community festival is developed and expanded, organizers should think about ways to charge events to eventually make the festival self-supporting. A festival budget worksheet and a checklist of fund raising steps are located at the end of this chapter to help you plan for the funding of events and festivals.

Strategies for Funding Community Festivals and Events

- ◆ Know the purpose of the festival, and how the purpose fits into fund raising ideas and strategies.
- ◆ Develop a plan for community festivals including funding, and ask others to help raise funds.
- ◆ Ask for contributions. People don't know you need money if you don't tell them, and they won't give if you don't ask.
- ◆ Raising funds for events is different than raising funds with events. The three rules for fund raising are:
 1. people give to people,
 2. friends give to friends, and
 3. peers give to peers.
- ◆ Research funding sources in the community and consult with people early.
- ◆ Involve contributors personally. Tell them how their money will be used and how they will be recognized for their contribution.
- ◆ Review educational materials to improve skills in risk management, marketing, evaluation, volunteer management, crowd control, scheduling and organizing.
- ◆ Think about ways to charge visitors and participants for festival activities. If charging a fee drives away large numbers of customers, you may not have a strong festival. Consumer perception should be value for the money.
- ◆ Charge vendors for participating in the festival. Vendors are private businesses or non-profit organizations that attempt to make a profit on sales to festival visitors.

- ◆ Develop incentives for businesses or organizations to participate in community festivals. Require funding sponsors for events, conduct joint marketing efforts with businesses, or offer local businesses exclusive rights to sell goods.
- ◆ Evaluate the community festival on a regular basis. Drop activities that do not fit into the purpose of the festival, that have low attendance, or drain your funding with little return. Evaluation helps you shift with changes in the market and helps improve festival management.
- ◆ Set financial goals for each major event in your festival to help establish a financially successful event.

Alternative Funding Sources

Several alternative funding techniques have been used by festivals, events and other organizations to raise money for community activities. Many people think of financial resources only in terms of cash. Other types of resources to consider are:

- ◆ In-kind services such as printing, donated goods or services
- ◆ Volunteer time of employees or managers
- ◆ Free or reduced prices of equipmentFree services from the community public sector
- ◆ Earned income from festival sales

Festivals can be an important attraction base for the community. Festival committees and their managers should set goals of increasing the capacity until they become self-sufficient and generate the festival budget from its revenues.

Funding Techniques - Advantages and Disadvantages

- ◆ Vendor fees -- Charge a flat fee or base the fee on a percentage of sales of food, beverages, arts and crafts, etc. This technique requires administration and monitoring while businesses that generate income pay.
- ◆ Gate receipts -- Everyone who attends pays, but can limit community participation.
- ◆ Button sales -- Buttons help market event and generate enthusiasm, but many people will not buy.
- ◆ Fees for activities -- Advantage is that the user pays, but limits participation and ticket-takers are needed.
- ◆ Community business sponsors for events -- Insures all activities have a champion, but technique needs a good fund raiser.
- ◆ Chamber and city contributions -- Has the potential for large contributions, but can be difficult to maintain over time and allows others to influence the agenda.
- ◆ Corporate sponsors -- Corporations have potential for large contributions and marketing power, but want major events and are not always easy to find.

- ◆ Ad sales -- Advertising sales can help fund festival promotions.
- ◆ Merchandise Sales -- T-shirts, mugs, etc., can generate money and advertising, but risk is high if goods are not sold. Also, a sales force is required.
- ◆ Special fund raisers -- Involves the community and has good potential, but is difficult to organize and generate funds.
- ◆ Service organization support -- Can generate sizeable grants, but is difficult to maintain over time.
- ◆ Raffles -- Raffles have raised sizeable amounts of money, but risk is high and sales force is required.
- ◆ Parking fees -- The user pays, but fees can produce community dissatisfaction. Good sites and volunteers are needed.
- ◆ Auctions -- Auctions can generate a lot of interest and profits, but you will need good ideas, organization and sales skills.
- ◆ Assessments -- With this method, businesses pay a share, but as it's voluntary, many will opt not to pay.

Calculating Direct and Indirect Economic Impact of a Festival on a Community

A festival can bring a large influx of money into a community's economy. Money spent at a festival on tickets for admission, food, drinks, rides, souvenirs, and specialty items, as well as money that is regenerated or respent in the community, can yield impressive

economic benefits.

Direct Economic Impact

The dollars that are spent directly at the festival on food, rides and souvenirs are considered direct expenditures. The direct expenditures benefit all participants financially. For example, the direct expenditures at the 1987 Creole Christmas promotion in New Orleans are estimated at \$1,460,000. Included in this figure is \$130,000 of tax revenues that benefitted both the state and city treasuries.

Indirect Economic Impact

In addition to the direct economic impact, there will also be an indirect economic benefit to the community. Bringing "new" dollars into a local economy results in a ripple effect that will produce the purchase of additional goods and services. This interaction creates the multiplier effect. For example, the indirect impact of the 1987 Creole Christmas promotion amounted to more than \$2.95 million dollars to the New Orleans economy.

What can this mean to a community? A hypothetical example can illustrate the multiplier effect and the potential direct and indirect financial benefits to a community:

At a local festival, \$500 was spent in the soft drink booth for one day. To replenish the supply of soft drinks, the booth manager went to the local supermarket to purchase additional soft drinks for the rest of the festival. The supermarket manager used the money

from the sale of soft drinks to pay two employees, who both pay taxes to the federal and local governments. The employees used their salaries for entertainment at the local movie theater. Each purchase at the concession stand yields 10 cents to the local community in taxes.

The indirect economic impact can help festival planners estimate the potential financial impact the festival can have on a community.

Total Economic Impact

The total economic impact should be calculated with the following formula:

$$\text{Direct Impact} + \text{Indirect Impact} = \\ \text{Total Economic Impact}$$

The total economic impact provides a festival planner with information on the total financial benefit the festival has brought to the community. Each dollar that was initially spent at the festival has been regenerated in the community at stores, restaurants, gas stations, etc. The community benefitted financially from the taxes that were generated and also from the jobs that resulted from the mere presence of the festival.

Risk Management for Fairs, Festivals and Community Events

Insurance, a planned and practiced fire drill, riot control, severe weather evacuation plan, and safety and hazard control are all vital to hosting and operating a successful fair, festival or other community event.

Insurance

There are different types of insurance. Before hosting a community event, you should check with your insurance agent for suggested coverage and amounts. Some types of insurance coverage include:

- ◆ General liability
- ◆ Liquor liability
- ◆ Equipment coverage
- ◆ Volunteer accident
- ◆ Non-owned hired auto coverage
- ◆ Rain insurance
- ◆ Contingent ride liability
- ◆ Directors and officers

General liability insurance, the most commonly used coverage, will protect you from the "trip and fall" accidents of patrons or customers at your event. Some 75 percent of event accident claims come from "trip and fall" injuries.

Volunteers are not covered by insurance unless specifically requested. Volunteer accident provides coverage for immediate medical attention if necessary. A volunteer's own personal medical coverage will be activated first in case of an accident, and the volunteer accident coverage secondarily to cover such things as his/her deductible payment.

Directors and officers coverage will protect the organization and/or event against personal injury suits such as defamation of character, slander and libel.

If liquor is served at the event, the person or persons who hold the liquor

license should also be insured. The event should have liquor insurance if it is receiving any revenues from the sales.

Product liability protects the event from litigation stemming from accidents, choking, etc., from products sold at the event.

Even non-profit groups should carry insurance for events !!!

Fair/Festival Walk Through

Unnecessary hazards can injure active people or damage property unnecessarily. It is principally "a matter of looking for them," but some hazards are not as obvious as others.

Fair/festival and other special event managers can spare themselves potential grief by looking for them. Designated persons with routes and responsibilities can make periodic walk-throughs an integral part of the operation. Have them see the grounds through the eyes of the excited youngster or the not-so-nimble senior citizen who is more observant of the fun around him/her than watching his/her step. Other considerations may appear more obvious once conscious attention is given to them, such as:

- ◆ Unprotected tent stakes and ropes
- ◆ Loose/uneven sewer grates or manhole covers
- ◆ Deteriorated or uneven walkways
- ◆ Objects protruding into walkways
- ◆ Electrical cables and water hoses across walkways

- ◆ Unprotected bodies of water at least 3' deep
- ◆ Absence of barriers to restricted areas
- ◆ Exposed machinery or electrical transformers
- ◆ Deteriorated seating areas
- ◆ Loosened handrails
- ◆ Gaps at backs or sides of seating areas through which small children can fall
- ◆ Exit ways not clearly identified
- ◆ Electrical connections subject to submersion in water
- ◆ Electrical circuits not grounded or without overcurrent protection
- ◆ Outdated or discharged fire extinguishers
- ◆ Contractors/subcontractors without certificates of insurance
- ◆ Whatever you see that constitutes an unnecessary hazard that can hurt the people who came to have fun

Participant Waiver/Releases in Fairs/Festivals

Waiver or releases, properly prepared and obtained, are essential. They do indicate that to participate is a conscious voluntary decision. They have been successful under particular conditions in obtaining summary judgements for the defense. They are typically required as a condition of sport liability insurance coverage, but may also be helpful in other contexts having restricted areas.

A waiver/release obtains an acknowledgement that participation involves a risk of injury, even catastrophic injury, and that the

participants accept that risk. By signing, participants "waive" their right to sue should an injury occur, and thereby "release" the sponsor and its agents from liability for any such injury that should occur. A parent or guardian must sign a Minor's release if the participant is not of legal age.

Use of Volunteer Drivers

Organizations that own or lease vehicles for business purposes are accustomed to auto or business liability insurance coverage for injuries caused by their employee or contracted drivers and also to conventional loss control measures to minimize those occurrences. Organizations that rely on volunteer drivers, e.g., for transporting VIPs and running errands, are just as subject to claims of responsibility for vehicle-related injuries, and loss control measures are just as important under these conditions.

Ask your broker or insurance agent to examine whether your insurance is appropriate for all authorized use of vehicles for the business of your organization. "Authorized" means any use that lies within your purposes, policies, and procedures.

Assign one person to oversee the development, awareness, and implementation of the organization's policies and procedures for pre-screened volunteer drivers.

Incident Reporting Guidelines for the First Aid Room

Ambulances and paramedics attract

crowds and create widespread awareness of serious injuries occurring; however, the first notice of most incidents is when the injured reports to first aid. This is the time when the nurse or EMT should obtain as much information as possible while tending to the particular problem. By advance preparation of a suitable form, the minimum relevant information should be gained:

Date and time of arrival and departure, plus means of arriving and departing; identification of the injured person, including temporary and permanent addresses; details of the incident, preferably in the person's own words, including location, exact time, principal complaint(s) as to nature of injury and to the attentions given up to that moment; names of any witnesses; medical history and any current medication.

Obtain similar information from any accompanying staff person as discreetly as possible. In addition, from personal observations, record any information relevant to the person's statements, such as signs of inebriation or condition of clothing and shoes if it were a slip/fall. If allegedly due to food or liquid, for example, some remnant of the cause should be visible.

Once the details are known, contact security or other designated person, and inform them of the circumstances so that an investigation and warranted controls or remediations can be launched immediately. The

investigation should include all considerations that may be used in a subsequent claim of negligence (e.g., lighting, surface conditions, congestion), as well as photographs to back up observations.

Indicate treatment rendered and exact disposition of how the person arrived and departed and with what recommendations. If care is refused, attempt to obtain a signed statement or witness.

There are several things not to do as well. Do not accept fault for the incident. Do not make any promises. Do not make payment or tell them their medical bills will be taken care of. Do not give any information about your insurance coverage. Do not recommend any medical facility unless pre-approved by policy for emergency purposes. Just give respect, appropriate first aid care, and careful observation of anything unusual.

Severe Weather Conditions -- Outdoor Event Evacuation

An NFL team recently evacuated its stadium successfully in the middle of a pre-season game due to an oncoming electrical storm. The success was due to both a good plan and good execution of the plan. The principal ingredients are applicable to outdoor event managers who, also, are concerned with the unexpected development of severe adverse weather conditions:

1. Establish a point-person and office on site for gathering information, making decisions,

2. and directing/coordinating the resulting actions.
3. Maintain a functional link with the local weather station for receiving and evaluating storm warnings in the area. If you are near forested areas, be in touch with appropriate agencies that manage forest fires in your area.
3. Establish an internal communication system with others on site for sharing the responsibility of a sudden mass evacuation of patrons.
4. Have a communication relationship with officials having responsibility for special events in progress in the stadium, in the midway, etc., both for advance anticipation and for subsequent action.
5. Alert liaison principals when a potential weather pattern is occurring, and prior to evacuating patrons, inform them of the decision to evacuate. If possible, make the decision to evacuate at least ten minutes prior to the estimated arrival of the danger.
6. Have pre-written announcements prepared for repeated use by the public address announcer, warning patrons of what is coming, and advising them how to take cover. The information should be printed in programs and posted in strategic locations as well. In advance:
 - ◆ Confirm exit gates are open before announcements are made.
 - ◆ Encourage use of existing cover.

- ◆ Have city buses open, allowing anyone to enter.
- ◆ Enable emergency response vehicles to enter as patrons exit.
- ◆ Know how to reverse the process with an All-Clear.

CASE STUDY

OPELOUSAS, LOUISIANA: ZYDECO MUSIC FESTIVAL

by CALETHA POWELL

Greater New Orleans Black Tourism Network

African American heritage is rich and promising in the rural areas of Louisiana. The African American Creole/Zydeco culture is very similar to Cajun Culture in its appeal to all visitors to the state. It is bedrocked in the same region of Louisiana and is known for its unique spicy food, colorful folklore, gregarious folklife, French language, and that compelling Zydeco music that is one of the hottest musical styles in the world today.

This was an unknown culture just eleven years ago when a group of farmers, in their plight to provide economic development within their dwindling farming communities, created the Southern Development Foundation ... and the rest is history.

Centered in Opelousas, the third oldest city in the state, the African American Creole/Zydeco culture was primed to break out as the next great cultural tourism market for Louisiana. What began as a family-reunion styled event sponsored by the Foundation for 600 people in 1981, the Zydeco Music Festival has grown to a 20,000 person international event of tremendous appeal, while remaining fastidiously true to its objectives, which are:

- ◆ To support and strengthen community interest in its folk culture and traditions;
- ◆ To research and document Afro-American folk culture; and
- ◆ To interpret, present and exhibit the Afro-American culture of Southwest Louisiana for its residents and people throughout the nation.

Taking advantage of the long holiday weekend, the Zydeco Music Festival, held on a 500-acre farm in Plaisance, Louisiana, outside of Opelousas, the festival is always held on the Saturday before Labor Day. If Creole/Zydeco culture was dying prior to 1981, it is absolutely blossoming from the careful cultivation of the Southern Development Foundation. World renowned professor of history, Dr. Russel Linnemann has written:

"I truly believe that the annual Southwest Louisiana Zydeco Music Festival is one of the most important events of its type. Dedicated to the preservation and enhancement of Zydeco, the festival is living testimony to the richness and diversity of America's musical heritage ... As the festival has grown in size and significance, it has had an increasing impact on the economy of Southwest

Louisiana as visitors plan their vacations in the area around the event ... Always well organized and modestly priced, the atmosphere is so incredibly friendly and the music so marvelous that you cannot leave without thinking about next year's festival."

The Southwest Zydeco Music Festival is one of the very, very few cultural events in Southwest Louisiana that attracts a large racially and culturally integrated audience. It is the model for the future in rural cultural tourism development in Louisiana.

This current success was not problem free and is still experiencing growing pains. Because the festival was created to serve the local farmers and their families in the area, the growth and development had to take place on the terms of local developers. The Southern Development Foundation and the Treasures of Opelousas were the first organizations in the area to put on a folk-festival promotion of this magnitude. Problems ranged from technical assistance to organizational development, and access roads to signage (which is still a problem that is being worked through with the appropriate government agencies).

It was not long ago that Zydeco was stereotyped as music for rural folks. At present, there is an informal circuit of devotees to the Zydeco culture residing in New Orleans, Lake Charles, Houston, Port Arthur Beaumont, and Los Angeles, who are happy to keep the Zydeco tradition alive. Zydeco musicians travel monthly to these cities to satisfy the appetite of these former

Acadiana residents for the music, dance and spirit of the Zydeco tradition.

The Annual Southwest Louisiana Zydeco Music Festival, which has quadrupled in attendance since it became an annual event, has served as a model for other organizations in the Acadiana area for product development that pleases and educates the visitors, while helping to sustain their culture.

Chapter 13

Product Development

Rural areas provide an important resource base for a wide variety of tourism attractions. These range from the predominantly passive use of the resource, as illustrated by the visitor driving through the countryside, to the specific development of attractions that are targeted at the regional, national or international market.

At one end of the rural tourism product spectrum is the attraction the countryside offers as a visual amenity. Visitor enjoyment does not involve active use of the resource or even necessarily require on-site access. The interaction between the visitor and the rural landowner is minimal and as a result, the landowner does not benefit in terms of a direct financial return. However, this visual dimension of the countryside enhances the tourism attraction of an area and forms an important backdrop to more active forms of recreation and tourism.

Another dimension of rural tourism that does not necessarily require the specific involvement of the landowner is the use of the rural land base for both consumptive (for example, hunting and fishing) and non-consumptive (for example, hiking, cross-country skiing and bird watching) forms of outdoor recreation and tourism.

A further dimension of rural tourism is the increasing number of landowners who have come to realize that a surprisingly wide variety of recreation and tourism enterprises can be sited upon working farms with the specific intention of supplementing the traditional farm income. For example, 20 years ago, it was estimated that between four and six percent of the farms in England and Wales operated recreation and tourism enterprises open to the public. More recent figures relating to England suggest that by the beginning of this decade, 15 percent of all farms had some type of tourism project, and that in specific regions, the figure could be as high as 25 percent. The majority of these enterprises involved some form of tourist accommodation. In addition, individual farms provided opportunities for a variety of activities including horseback riding, water-based activities, farm trails, nature walks and farm museums.

In rural areas closer to urban centers these activities are frequently augmented by attractions that are directed towards the day visitor, including farm shops, pick-your-own fruit and special day activities involving the demonstration of farm practices and skills. These enterprises not only provide a financial return but they enable the farmer to interact with non-farm people, and improve the public's

perception of the farming community. Similar types of farm-based recreation and tourism enterprises are evident in rural communities in Canada, the United States and Australia.

Appropriate visitor attractions are being developed in connection with food processing plants, mining enterprises, forestry and wood product outlets and commercial fishing. Frequently, festivals are based on the past and current use of the natural resource base of the rural economy. In those areas where many of these traditional rural industries have gone into decline, museums relating to former production practices and associated ways of life are significant tourism attractions. A more recent dimension of the traditional museum is the museum that preserves both the static and living expressions of a culture. Such communities have evolved in response to the need for preservation, community survival and for demonstrating national and local pride. They frequently serve as service centers for the local rural area, a cultural center of local arts and crafts and destinations for tourists.

The development of specific projects has been introduced into rural areas as a means of revitalizing declining rural economies or to promote the tourism potential of a region. Such projects are frequently planned and financed by the public sector. The Oregon Trail Interpretive Center in Baker City, Oregon, which was funded by the U.S. Department of the Interior-Bureau of Land Management, celebrates the struggle of the early settlers and their hardships.

Despite the growing interest in rural tourism, a number of issues remain if it is to meet its full potential; being sensitive to the sustainability of rural areas and the integrity of their natural and cultural heritage is often at risk.

Rural tourism continues to be dominated by small and scattered entrepreneurs. Unfortunately, there is little or no coordination among these operations. The need for better marketing and a more integrated approach in terms of regional strategies is required. Many individual operators could benefit from increased awareness of the environmental and socio-cultural parameters that are fundamental to sustainable tourism. The concept of tourism carrying capacity of an area is frequently referred to in this context. Finally, many enterprises remain marginal from an economic standpoint. This is an important consideration, bearing in mind that these tourism enterprises have often been developed for the purpose of alleviating the difficulties of problem rural areas.

Events and Festivals

Athletic competitions and sports events can have a significant impact on rural communities and can offer social value as well. Sports are a huge business in the U.S. constituting an industry that generates almost \$100 billion in annual revenue. These events can often act as a diversification tool for many communities.

The benefits are many. Like conventions, sporting events attract large numbers of people who stay in

hotels, eat at restaurants, shop at stores, do laundry at the local laundromat, and visit attractions. Large sporting events draw regional or national media attention, generating publicity for an area. Enhanced sports activities lead to better sports facilities through the demand driving the supply. Better facilities and the hosting of athletic events create an awareness of sports locally, causing many to become more active in these sports.

School gymnasiums, city parks, pools, church basements, a series of roads that may be closed off, local fields and stadiums and natural attractions all provide a forum to host local, regional or even national athletic events. Regardless of the size of the community, one or more event sites are available locally.

In Oregon, a statewide facilities inventory has been compiled and is used for bidding purposes. Included is the size of the venue, number of rooms in the community, restaurants, and other supporting companies for visiting groups.

Several events that significantly impact rural communities are listed below. In each case, the hospitality of the community plays a significant role in either bringing the event back for subsequent years or to entice an athletic organization to the town. The hospitality training of front-line employees plays a key role in the perceived success by the visiting athletes.

Communities that find themselves deficient in standard host sites may need to take a creative approach to discover how they can tap into the huge market of athletic competitions. A town with few fields and gymnasiums can close off low-traffic roadways to host cycling races or volksmarches. If deep slopes with high winds border a community, hang gliding competitions may be appropriate. A windy river could be a perfect forum for sailing and wind surfing events. A warehouse with lots of level area may serve as a bowling forum. And school fields and playgrounds offer opportunities ranging from junior to masters, amateur to professional softball, baseball, rugby, lacrosse, tennis, soccer, and track and field events.

Cycle Oregon

Cycle Oregon is a statewide rural bicycle race that offers a different route each year. The one week event hosts 2,000 cyclists, half from out of state, representing over 30 states and numerous foreign countries. It has an estimated annual economic impact of \$2.5 million. The success of the event, which national cycling and outdoor magazines repeatedly tout as one of the top ten cycling events in the country, is due to the hospitality of rural communities.

Event organizers found that the larger communities were unable to successfully make the participants "feel special" by offering personal contact through local volunteers and giving special attention to the hospitality aspect of hosting the event. Cycle

Oregon participants boast the following demographics: average age 43 years, 50% making over \$50,000 a year, 75% professionals, and 70:30 male/female.

Participants ride into 21 host communities in the course of the week, camp in cow pastures, school fields, parks, and residential front lawns and enjoy the home cooking of several community service organizations. Overnight host communities are guaranteed to net a minimum of \$15,000.

Sturgis Rally and Races

For many rural communities lacking unique natural resources, tourism can only be generated through development of special events. These special events vary from Native American pow-wows to Christmas tree lightings, from county fairs to re-enactments of historic events and so on. One special event, the Sturgis Rally and Races, sustained for more than 50 years, has provided tourism for a rural community in western South Dakota.

Among special events, the Sturgis Rally and Races demonstrates the creativity of rural communities in developing and adapting to tourism. The Sturgis Rally and Races (also known as the Black Hills Motor Classic) attracts motorcycle enthusiasts from around the world to an event styled as "Woodstock in leathers."

The event began in 1940 with the gathering of a few friends and owners of motorcycles, primarily classic Indian motorcycles. Every year since then people have returned to Sturgis for

races, road rallies, fun-in-the-sun, open roads, recreation and socializing. Through the decade of the 1980s, attendance at the rally and races was consistently 80,000 or more. By the close of the decade, more than 100,000 people will visit Sturgis for 10 days in early August.

For a rural community, hosting massive numbers of visitors for a special event creates some massive problems. Where do the visitors stay? How will basic living conditions such as food service, fresh water and waste control be handled? How will rural law enforcement staff deal with the crowds, the traffic, the problems? Will large numbers of visitors overwhelm the residents?

Hotel and motel reservations are booked for 60 or more miles around Sturgis. Cabins and campgrounds throughout the northern Black Hills are filled. Overflow accommodations are prepared in open fields, pastures and make-shift campgrounds. Residents rent rooms, sheds, barns, and space for tents or sleeping bags.

The Sturgis Rally and Races has become a special event, planned and coordinated by Sturgis Rally and Races, Inc. Races, hill climbs, bungee-cord jumps, concerts and other events are scheduled well in advance. Concession stands, special services, licensed products, television coverage and law enforcement support is arranged through Sturgis Rally and Races, Inc.

Although the event is hosted in Sturgis, most of the campgrounds, race areas

and all the concert areas are outside the city in the domain of Meade County. The state, the county and the city must all cooperate in hosting the Sturgis Rally and Races.

Partnerships are established with sponsors to assist in meeting the expectations of the visitors. Motorcycle dealers and manufacturers, beverage distributors, clothing retailers, and others arrange space to have the greatest contact with the bikers.

The efforts of the Sturgis Rally and Races' planners are to produce an event offering something for everyone in attendance. Family events and special activities for children are planned.

Those attending the 1992 Rally were asked to evaluate the events. On a five-point Likert scale, almost two-thirds of all respondents gave the rally events the highest possible rating. Some suggestions were given for possible improvements for future rallies such as better planning for lodging in campgrounds and motels, more seating at concerts, less police harassment and improvement of visitor amenities such as restrooms and showers.

Participants are encouraged to register on Main Street in Sturgis where they also receive copies of the *Rally News* prepared with visitors in mind.

Visitors at the 1992 Rally came from all 50 states and at least 6 foreign countries. Those present at the rally spent from one to more than 20 nights in Sturgis, with the average being four. In addition, the visitors tended to spend

one additional night elsewhere in South Dakota either coming to the rally or on the return trip.

Almost 70 percent of those attending were return visitors, having attended previous Black Hills Motor Classics, thus showing a strong commitment to repeat visitation.

These visitors have an impact on the economy of the surrounding communities as they visit towns, attractions, parks and other locations. Frequent day-trips take small groups of bikers along the back roads through the rural areas of western South Dakota and northeastern Wyoming.

An evaluation of spending patterns among visitors was included in a 1992 study. Those present at the rally and races spend an average of \$168 for lodging, \$161 for food and beverages, \$192 for retail items and \$139 for recreation and entertainment. The average reported expenditure per respondent for all items at the Sturgis Rally and Races was \$762.

With an estimated attendance of 100,000 at the Black Hills Motor Classic in 1992, those in attendance spent a total of \$76,179,000 in South Dakota. This special event produces a great economic benefit to Sturgis, the surrounding region and the entire state of South Dakota. Based on figures from the South Dakota Department of Tourism, the Sturgis Rally and Races yields about 20 percent of all tourism expenditures annually for South Dakota.

Athletic events is a key niche market in the tourism industry and can be easily introduced into rural economic development plans. By beginning with existing host sites and building quality site venues for out of town visitors as well as local citizens' use, sports can become a viable, healthy, and "feel good" activity for everyone in a rural community.

Historic Preservation and Tourism

Communities that promote their historic architecture and those that attempt to re-create historical periods share a common orientation. Both are often isolated from major urban centers, they are frequently former mining communities or even ghost towns, and they attract tourists by emphasizing history. In addition, history tourism communities typically have limited tourist services and short visitor stays.

Communities in which historic preservation is the basis for tourism development attempt to maintain architectural authenticity and are, therefore, less fanciful in their approach to development. This is often a reflection of the values of the residents who live in these communities. Old mining towns and remote, former ghost towns often have a sizeable population of "back-to-the-land" newcomers mixed in with older residents. Tourism, which is based on historic preservation, has the least economic and employment impact of all the different types of communities examined here.

Some communities go beyond historic preservation as they attempt to re-

create history by introducing an element of fantasy and make-believe. These communities typically have some unique cultural feature that could attract visitors. With a little added image manipulation, they become major tourist attractions. Examples in Arizona are Tombstone (home of the O.K. Corral) and Oatman (an old mining town). Both have built upon their history by re-creating images from the past in a playful manner. Locals dressed as cowboys stage mock shootouts and hangings in Tombstone, while wild burros roam the streets of Oatman. Building decor and souvenirs accentuate the mythology. Unlike historic preservation communities, tourism has a major impact on the local economy of recreated history towns.

Attractions and other tourism product must provide visitors with satisfaction that meets or exceeds expectations, in addition to attracting tourists who spend money in your community. Therefore, concern about management of these attractions and visitor product must be an issue. That means attention to improvement of attractions, both in terms of physical management and marketing. It also means development of new attractions. In addition, the integrity of the attractions depends in part on how the attraction surroundings are managed.

Cultural Tourism and the Arts

Cultural tourism includes both ethnic communities and places where the arts are a major attraction. In many cases, including Santa Fe and Taos in New Mexico, ethnicity and the arts are

closely related. (In fact, as described here, these cities resemble arts communities more than ethnic tourism places.) The artisans and ethnic oriented communities are the most likely to tap into out-of-state visitor markets. Like historical communities, visitor stays seldom extend beyond one day.

Ethnic Communities

For many visitors, the Hispanic and Native American communities of the Southwest provide interesting glimpses of cultures different from their own. The border towns of Nogales and Douglas in Arizona also fall into this category. Some tourists feel uncomfortable in such culturally unfamiliar environments and consequently there are only limited tourist accommodation services in all but the largest ethnic tourism communities. Along with historic preservation communities, ethnic tourism towns have among the lowest levels of tourism oriented retailing and employment. Accessibility to the traveling public has a major impact on the success of tourism in these communities.

Artisan Communities

Arts and crafts are common features in urban tourist centers. They range from trinkets and souvenirs to fine arts. Artisan tourist communities tend to emphasize the finer art forms. An emphasis on the arts is often combined with some other tourism resources cited above. A few places, such as Tubac in Arizona, are principally artist communities. Artisan communities are often isolated from major population

centers and interstate highways. As a result, they experience the greatest fluctuations in seasonal visitor arrivals, with some completely closing down during the low tourist season.

Cultural Tourism Example - San Luis, Colorado

The dominant attraction identity for San Luis is arts and culture related to its Spanish heritage. The tourism development effort, as led by Costilla County Economic Development, demonstrated some good insight about attraction development strategies:

- ◆ The project that kicked off the tourism development initiative was a decision to place bronze statues of the Stations of the Cross on a local mesa. This unique idea became the centerpiece for attracting tourists, and its distinctiveness gathered much media attention.
- ◆ All the attractions -- the Cultural Center/Museum, the gallery, the main street murals, the sculptures, the bed and breakfast/gift shop -- work together to build a simple, clear and authentic image as Colorado's oldest town.
- ◆ The tightness of the attraction plan and vision for tourism in San Luis enabled the community to get external funding.
- ◆ A stated and widely accepted objective of the tourism development effort is attraction and community protection so as to avoid replicating certain negative impacts of tourism

- ◆ development experienced in nearby Taos, New Mexico. Through the assessment process, the community became well aware of its market "niche" as a several-hour stop on a shortcut route to Taos and Santa Fe. Although looking to eventually become a tourist base for major attractions in the region (for example, Sand Dunes National Monument, Taos), the community's present strategy to provide a short stop is realistically taking advantage of the town's competitive opportunity.
- ◆ Although private land surrounds the town, the leadership is looking into public ownership of some mountainous tracts, recognizing the importance of the setting and providing recreational activity options.

Early successes have not meant complacency, but were treated as preparation for a long-term plan for attraction development. The tourism group has identified as priorities construction of a town entrance plaza near the shrines, development of a small hotel-conference center (if market feasibility is shown) and expansion of the Harvest Festival. San Luis is in the tourism industry for the long haul.

Adventure Travel

"Nobody is sure exactly how many people have gone into the adventure-travel business in the last decade. We do know that the market has grown tremendously," says *Travel and Leisure*

magazine. "Once the domain of a small group of hard-core athletic eccentrics, adventure travel has now gone mainstream. These days, it can mean anything from houseboating to horseback riding, from gourmet to gorp."

Some industry analysts estimate that adventure travel now accounts for ten percent of the total domestic travel market in the United States. Major tour operators offer everything from rafting trips through Utah's Canyonlands to biking tours in Natchez, Mississippi, or a tour designed to teach travelers about Alaska's natural history.

In 1992, an estimated 1.5 million Americans spent close to \$100 million to plunge from an extended crane or a bridge overhang only to bounce back into the air courtesy of a bungee cord. Another two million took trips down Class-3 whitewater passageways, which are rivers with enough raft-tossing capability to be considered slightly dangerous. Yet another 2.5 million daredevils jumped from airplanes to satisfy their primal need to overcome fear.

This phenomenon is not unique to the United States. In Canada, adventure seekers can go wild-country skiing or river rafting, whale watching or salmon fishing. Peter Williams, director of the Centre for Tourism Policy and Research at Simon Fraser University in Burnaby, B.C., observes, "Previously, natural beauty was seen only as a backdrop to tourism. Now, it is seen as part of the infrastructure of the industry."

Adventure travel offers ample opportunities for entrepreneurs like Dave Loeks who parlayed years of experience as a guide and skier and a master's degree in business

administration into Arctic Edge Ltd. For \$1000 to \$2,500, nature lovers can take a canoe trip on the Snake, Upper Laird, or South Macmillan rivers in the Yukon, Keele or Mountain rivers in the Northwest Territories. The well-conditioned traveler also can backpack through the Donjek Valley or the Duke River Pass in the Yukon's Kluane National Park.

Nature-based Tourism

Coinciding with the entry of environmental issues into mainstream politics is the emergence of nature based tourism or eco-tourism. Concern for the environment is no longer a special interest, it is everyone's interest, and with it has come a strong desire to see the world in all its natural splendor before it isn't there to be seen.

Travelers looking for the extraordinary, like a hike in an Ecuadoran cloud forest, a glimpse of Indonesia's last "dragons," or a visit with Kenya's nomads, can take their pick of travel packages. Officials of the Galapagos Islands project say that tourism will have increased eightfold from 1965 to 1995.

Eco-tourism is defined in the Audubon Society's recent book, *Rebirth of Nature*, as "purposeful travel to natural areas to understand the cultural and natural history of the environment while (maintaining) the integrity of the ecosystem and providing economic

opportunities that make the conservation of natural resources financially beneficial to the inhabitants of the host region." (sic)

In the United States alone, the market potential for eco-tourism is considerable. According to Donald Hawkins, a professor at George Washington University, the most popular special interest tours are related to nature-oriented outdoor activities. "Between four and six million Americans travel overseas each year for nature-related trips. About 30 million Americans in the U.S. belong to environmental organizations."

Some of the advantages of eco-tourism:

- ◆ **Eco-tourism saves habitat.** A World Bank study for Kenya showed that an average elephant herd generates about \$610,00 a year in tourist income, which makes an individual elephant worth about \$1 million over a 60-year life span. Using elephant habitat for agriculture would return about 33 cents per acre, but using it for grazing elephant herds to draw tourists generates about \$17 per acre. As the Kenyans say, "Wildlife pays, so wildlife stays" -- and so does the Amboseli National Park to protect income-generating wildlife areas.
- ◆ **Eco-tourism saves rain forests.** From Thailand to Costa Rica and the Caribbean island of Dominica, increasing numbers of tourists want to see tropical rain forests. People don't come to see burned-out lands or rusty

chain saws. They come to see a living forest. So, sustainable nature-based tourism provides an alternative to unsustainable farming. According to Luis Manuel Chacon, the head of Costa Rica's tourism board, local people "will be the worst enemy of the parks if they can't make a living off them." Today in Costa Rica, tourism is more important than cattle as a source of income and is exceeded only by coffee and bananas.

- ◆ **Eco-tourism employs people.** Remember the bloody Gulf of St. Lawrence seal hunts that made headlines in the late 1970s as newborn seals were bludgeoned to death? Worldwide publicity had two results: It led the Canadian government to ban the killing in 1987, but it also spurred interest in the seals. Today, income from tourists coming to watch the seals is three times greater than the income sealers once earned by selling the hides of dead seals to make trendy garments. Sealers have learned they can make a better living by protecting the environment than by destroying it.

In other areas, there are aggressive policies to make sure that local interests own the lodges and facilities, that local people are trained for jobs as guards and guides, and that food and other goods and services are purchased from the local economy.

A good overview comes from an article that summarizes attraction trends and

gives management hints from a 30-year look at attractions as the drivers of tourism (*Gunn, 1985*). These remarks emphasize the dynamic nature of attractions and their connection to all other parts of the tourism system, especially marketing:

- ◆ Attractions are not necessarily better understood (by the tourist) even in this era of communication explosion. More and better visitor information is still required.
- ◆ As the trend is toward more and more man-made attractions, the importance of natural and cultural resources should be emphasized, together with their protection.
- ◆ Attractions cannot stand alone. More networking and, therefore, greater cooperation between attractions' owners and marketers will be needed.
- ◆ [New] attractions predictably will be more difficult to establish and manage in the future, for many reasons -- especially increased technology and shifts in markets (and increased capital requirements).
- ◆ Rather than remaining constant, attractions will continue to multiply due to increased stimulation of 'entrepreneurship' and creativity on the product side, and to changes in markets on the demand side.
- ◆ Attractions, to be successful in the future, will need to segment their market. This must be reflected in what is offered, how it is managed and how it is promoted.

- ♦ Because of geographic and resource differences and because of different markets, new destinations will emerge and some will fade (i.e., not all attractions have equal potential everywhere).
- ♦ It will be increasingly important to change from marketing attractions as things, to marketing attractions as "potentially satisfying experiences."

Tourism product is what people come to see and do, and it is also how we create reasons for visitors to spend money in our community. In some cases, it is a man-made attraction, but many times in rural parts of our country, it is development of what is unique to that area. This requires more creativity than financial investment. It also means deciding who we are. Few communities can actually create something that is not indigenous to the area, such as Branson, Missouri, which is rapidly becoming the new music and entertainment capitol of the United States.

Source: Gunn, Clare. 1985. "Getting Ready for Megatrends in Travel Attractions." *Tourism Management* (June):138-141.

CASE STUDIES

PRODUCT DEVELOPMENT

Cedar City, Utah (pop. 14,000): Natural Resources + Festival

Cedar City is located in an area well known for its five national parks and western scenery, and like many other communities in the region, it could simply have been a service center for tourists recreating nearby. However, the Utah Shakespeare Festival was established over thirty years ago as a complementary attraction and now functions as a major tourist attraction. With 130,000 attendees annually, the festival is a major employer -- 18 full-time and 260 seasonal staff, and numerous volunteers -- and has expansion plans that include a new stage.

Lindsborg, Kansas (pop. 3,200): Swedish Ethnic Heritage

A plains location bypassed by the interstate has not stopped this Kansas town from showcasing its Swedish heritage and fine arts legacy. The lack of neon signs, a brick main street and liberal use of the carved dala horse create a strong image, reinforcing the town's philosophy that "a 'plastic' environment is to be consciously avoided." A direct mail campaign to tour operators using a passport theme (complete with passport "application") was designed to fill the periods of low visitation between a heavy festival schedule and seasonal high traffic.

St. Mary's, Georgia (pop. 8,500): Coastal Resources + History + Secondary Attraction Development

This fishing village is located on the banks of the meandering St. Mary's River but is still close enough to the Atlantic Ocean to catch the salt air. Salt marshes and barrier islands, and the recreation offered, are a backdrop to historic churches and homes, a trolley car, streets lined with giant live oaks, and the ruins of a sugar mill. Recently, 38 sites in the historic district were marked with raised letters and braille for sight-impaired visitors: the Braille Trail tapped into a growing target market, gained significant media attention, and increased community awareness of the needs of the handicapped.

Saugatuck, Michigan (pop. 1,100); Waterfront Development

Located on Lake Michigan, Saugatuck looks to its waterfront and harbor: sand beaches, water sports, ferryboats and a steamship museum. This is complemented by a wide variety of visitor activities that appeal to an upscale market, such as 18 art galleries, many golf courses and summer stock theater.

Eunice, Louisiana (pop. 12,000): Cultural Tourism

The "Prairie Cajun Capital" bases tourism on its "pure culture, meaning we draw on what people have to offer -- nothing commercial." Each component of the attraction mix builds on traditional history and lifestyle: a live weekly Rendez Vous des Cajun radio and television show (since 1985), Jean Lafitte National Park housing the Acadian Cultural Center (opened 1991), the 1924 Liberty Center for the Performing Arts (now being restored), Cajun music dance halls and the Cajun prairie restoration project. A strong festival schedule includes the World's Championship Crawfish Etoufee Cookoff (begun in 1986) and the two-week Mardi Gras celebration. Eunice also hosted the 1988 Louisiana Folklife Festival which shifts locations around the state each year.

Nebraska City, Nebraska (pop. 7,127): Famous Citizen and Event Used to Create a Theme

In a creative use of its position as the birthplace of Arbor Day, Nebraska City bills itself as "Tree City USA." Its attractions include the estate of the founder of Arbor Day (a state park), apple orchards where farm produce is sold and fairs are hosted, the Applejack Festival, sponsored by the Chamber of Commerce, and the National Arbor Day Foundation's Education and Conference Center. The attention-getting "tree theme" also draws visitors to other historic sites, such as a hideaway on the Underground Railroad, an old freighters' museum and distinctive 19th

century homes. A recent addition includes two trolley cars, which offer free transport to tourists between the historic attractions and a factory outlet mall.

Teton Valley, Idaho (pop. 3,412): Natural Resources

Teton Valley is an exemplary tourism community bordering natural resource areas. First, there are four-season recreational activities in a scenic setting provided by an agricultural valley and mountain backdrop: hiking, backpacking, bicycling, horseback riding, all-terrain vehicle use, fishing, boating, snowmobiling, and skiing. Second, tourism projects, such as the Hot Air Balloon and High Country Cowboy Poetry Festivals, ski resort expansion, and the current conversion of abandoned tracks to a scenic rail line, have enhanced the recreational opportunities. Finally, services to help the visitor enjoy the outdoors are in place: dude ranches, backcountry outfitters, hunting/fishing lodges, and retail stores provide equipment, guide service, or simply the opportunity to enjoy the scenery.

Natchez, Mississippi (pop. 20,000): History + Culture

Natchez builds its tourism around a strong image of the traditional South. The town's wealth of resources includes more than 30 antebellum homes open for tours, either year-round or during special spring/fall pilgrimages. Horse-drawn carriages, paddlewheel riverboat excursions, black gospel choir performances about the African-

American experience, and a theatrical production about the "Old South," all set in the five National Historic Districts, complete the southern atmosphere. The new Victorian Christmas -- a month-long series of events such as candlelight tours, Santa's arrival by riverboat, high teas, decorated mansions, and shopping promotions -- was created to fill a typically slow month. In the first year, December hotel occupancy increased ten percent. Current attraction-related initiatives focus on black history, both as a means of tourism product enhancement and improved community solidarity.

Travel Southwest Minnesota: Landscape + History

A nine-county farmland area, Travel Southwest Minnesota lures travelers off the interstate by capitalizing on the romantic image of the prairies. The centerpiece of tourism development efforts is the internationally known "Little House on the Prairie" outdoor pageant in Walnut Grove, and the home of author Laura Ingalls Wilder. A museum and sod dugout are open year-round. Ancient Native American cultural traditions are still alive at Pipestone National Monument (National Park Service), and bison graze on virgin prairie grasses at a state park. In addition to the strong influence of the landscape, there is evidence and recreation of human activity as well: prehistoric petroglyphs, a pioneer village, a railroad park, and a telephone museum. Lakes, hunting and cross-country skiing add to the attraction mix.

Passamaquoddy Bay and Fundy Isles, Maine USA/New Brunswick, Canada (pop. 35,000): Coastal Sightseeing

This region of small towns (populations ranging from 200 to 5,000) encompassing the coastal area of the U.S./Canada border, traditionally saw only "pass-through" tourists. In an international effort to increase length of stay, the tourism planning group developed "The Quoddy Loop," a recommended highway/ferry route along rugged coastlines and forested areas. The tourism product emphasized is appreciative, low-key sightseeing: viewing wildlife, watching birds and whales, lighthouses, parks and wildlife refuges, hiking the many coastal and inland trails, canoeing on local rivers, relaxing on the beach, plus a working fishing village in the "downeast" tradition.

SECTION V

IF WE BUILD IT, WILL THEY COME?

All industries have their great success stories, as well as their disappointing failures, and tourism is no exception.

There are tourism strategies that are so successful, the local community is overwhelmed, and is scrambling to handle this influx of new visitors. Other communities anticipate their successes, and are prepared to handle the challenges that success can bring.

On the other hand, what happens when you build it and no one comes? What went wrong? What was not anticipated? Could you have planned better, or did you overlook something?

Success happens for a reason. In the following pages "what went right" and "what went wrong" will be analyzed.

As you have seen, tourism is a complex system that affects the economic, social and physical fabric of every community in which it exists. This section identifies some important fallacies and half-truths that tend to confuse those who wish to benefit from tourism.

Chapter 14

Fallacies and Half-Truths

Tourism does not use natural resources (half truth). This statement is partly true. Tourism does not extract minerals and other resources as do mining and petroleum production. It does not consume natural resources in the sense of harvesting forests, however, tourism development occupies land and often depends greatly upon protected natural resource assets. Unless the quality of water, wildlife, forests and other natural resources is maintained, many tourist attractions will lose their appeal. While it is true that activities associated with natural resources, such as viewing or photographing scenery and outdoor recreation do not "use up" these resources, increased demand for them may threaten their environmental quality. If natural resources are not protected, they and the tourism on which they are based, will erode. Careful management is essential in order that residents and visitors alike may enjoy these resources into perpetuity. Commercial enterprise can gain from governmental regulations by:

- ◆ Protecting water quality for swimming and fishing.
- ◆ Protecting landscape quality along scenic road sides.
- ◆ Sustaining wildlife for photography and game hunting.
- ◆ Protecting rare historic sites and buildings from destruction.

This is the premise of sustainable tourism development.

Tourism is easy to develop (fallacy). A simple new promotion or a new information or interpretive center may be helpful, but not enough to make an impact in the marketplace. Unless a community makes capital investments in new attractions and community beautification, promotes community interest in tourism, and becomes known as a worthwhile destination in the minds of prospective travel markets, it is not likely that tourism will thrive. Tourism development is not as simple as bringing a single manufacturing plant into a community. It involves examining the entire community through the eyes of the visitor and coordinating both physical and program developments and improvements.

Tourism development is exclusively government's role (fallacy). This fallacy has some supporters, particularly among those who have seen major governmental intervention in other countries. While market economies thrive on minimal governmental intervention, there are many tourism roles that have traditionally been held by government. These include the management of highways, harbors, airports, beaches, wildlife, and water. As tourism continues to grow, it seems appropriate that government accept new

roles in tourism, including research, financial support for education and training, planning and interagency cooperation. But the diversity of responsibility required to meet the needs of tourism markets will ultimately come from commercial enterprise and non-profit organizations, i.e., the tourism industry.

Tourism has nothing to do with economic development (fallacy). This fallacy has kept the industrial development forces and the tourism interests apart for too long in most communities. While tourism development is somewhat different, many aspects are similar. Both require leadership and viable community assets -- transportation, finance, competent management and fundamental support for jobs, incomes and tax revenues. Industrial development and tourism development organizations should work closely together in any community to achieve widespread community enhancement.

Tourism is unstable (half truth). This fallacy has kept tourism from becoming well understood by financial backers, political leaders and the public. No other segment of the economy has weathered economic recessions as well as tourism. The propensity of the public to travel is a pervasive one. It is seen as a right. Records show that in many instances it has taken priority over many other forms of consumer purchasing. Modern tourism in this country was born in the depression of the 1930's and has demonstrated that it is probably more secure than most other forms of the economy. However, tourism is sensitive

to market changes and seasonality. It is important that communities understand their own tourism markets in relation to general economic conditions.

Tourism is always beneficial (half truth). This statement would be true if we inserted the words "almost always." Tourism affects the economic, social and physical environment of a community. While the benefits of tourism are readily recognized, tourism development also imposes costs and liabilities. The trade-off between benefits and costs must be clearly understood and carefully evaluated. Determining if tourism is right for your community requires planning.

This publication was designed to provide community leaders with basic tourism development information. Even though each community has its own situation vis-a-vis potential attractiveness, community support, leadership and financial capabilities (all essential tourism ingredients), the general planning guidelines described in this publication are applicable to all.

By now you understand the way tourism functions and how your community can benefit from it. By understanding the market-destination principle, you recognize that your destination will appeal to specific markets. It is no longer a matter of trying to "catch" visitors along the way.

Understanding that tourism is a system of inter-related parts (attractions, service, transportation, communications and markets) should help each segment of a community learn how it is related to

the others. Tourism calls for much greater integration and networking than any other industry. When the lodging, food service and transportation decision-makers are more aware of the role of community attractions and attractiveness, they can foster needed improvements. When governments and public agencies reach out to the private sector, regulations and tax programs can be more appropriate. When governments and the private sector understand the vital role of the non-profit sector in tourism, many projects and programs for visitors can be improved.

All communities interested in tourism should set up a tourism development strategy with achievable and clearly understood objectives and a road map to reach them. A series of planned steps, beginning slowly and building momentum, have the best chance of accomplishment. While major changes may be needed in the long run, greater community cooperation will come from small and clearly visible accomplishments at the start. The steps outlined here should make it clear that tourism development demands serious and wide commitment, and competent, committed leadership; little will be accomplished casually.

When one reviews the new market trends, the opportunities for tourism in the United States become more apparent. The vast size and diversity of the country, its built-in markets, its exciting heritage, its easy access, and its tradition of accomplishing the difficult -- all promote the U.S. as a land of abundant opportunity for tourism

development. The economic and social rewards are reachable with careful planning, full commitment and superior management.

CASE STUDY

NELSON COUNTY, VIRGINIA: A REALISTIC PERSPECTIVE ON RURAL DEVELOPMENT

by JOHN D. WATT
Virginia Division of Tourism

There is a rapid-growing awareness that rural areas must be revitalized and that revitalization depends upon economic diversification, human development and incentives to identify and utilize existing resources, initiate local entrepreneurial ventures and motivate community organizations and leadership. At the same time, there is a growing realization in both rural and urban America that tourism is a significant, although often misunderstood, contributor to the economic development process:

- ◆ The tourism industry is a source of job opportunities and income, and a generator of federal, state and local tax revenues.
- ◆ Tourism capitalizes on natural features (mountains, lakes, rivers, beaches, etc.), which lack recognized economic values unless they are developed. By creating recreational uses for these resources, the tourism industry converts them into income-producing assets similar to deposits of oil or coal.
- ◆ Tourism enhances the value and income-producing capacity of man-made resources (such as park and recreation facilities, and historic and cultural sites), which are frequently found in rural

areas.

- ◆ Tourism injects "fresh" money into the flow of income. As this new money is re-spent, it creates new rounds of income and spending, and increases national, state or local income by an amount greater than itself. Economists refer to this phenomenon as the "multiplier effect".

Tourism is not a panacea, and it may not be an appropriate development strategy for all rural regions or communities. The successful development of a tourism industry is a long-term endeavor. It depends upon planning and the existence of infrastructure, attractions, essential services, management, maintenance, and an accessible market. In the absence of any one of these elements, a rural region may find that tourism is not a cost-effective development option, or that other development tools, such as investment in infrastructure and education, must precede the development of tourism attractions and services.

Virginia Tourism Accreditation Program

In November, 1991, the Commonwealth of Virginia launched the Virginia Tourism Accreditation Program as part of an overall strategic initiative to provide interested communities with a comprehensive tourism development model, and a structured process by which a community can evaluate its ability to actively engage in tourism development and competitive marketing activities. Several years in the making, Virginia's Tourism Accreditation Program was the first in the nation, providing Virginia communities -- rural and urban -- with a framework for an organized course of action for active and effective tourism development.

The goals of this innovative program are to expand the cumulative effect of the Virginia Division of Tourism's marketing programs and to enhance Virginia's marketing attractiveness by increasing the number of local organizations capable of going to the travel marketplace. Additionally, the program was designed to serve as a means of educating local leaders, officials and citizens about the benefits that can accrue as a result of an aggressive tourism program, and to encourage localities to allocate resources to local tourism product development and promotion efforts.

Eight of the first communities enrolled in the program represent new travel promotion organizations that were created primarily as a result of the Accreditation Program. One such area is the rural community of Nelson

County, Virginia.

Nelson County, Virginia

Nelson County, located near the geographic center of Virginia, is blessed with varied topography ranging from rugged mountainous terrain to gently sloping river banks that offer panoramic views of the mountains. It is especially attractive to visitors in the fall when the leaves are changing color.

Since the early 1970's, Nelson County has been attracting a large share of artisans and creative people seeking refuge from densely populated urban areas in the Northeastern United States. Entrepreneurs have located in the county, carving a niche for themselves in small businesses. Most of these small businesses are independently-owned, family concerns. Three wineries in the area give tours and have retail outlets. Antique and crafts shops abound, attracting visitors in search of unique, hand-crafted items.

Visitors are drawn to the natural physical beauty of Nelson County. Outdoor attractions include the Blue Ridge Mountains, Blue Ridge Parkway, Appalachian Trail, George Washington National Forest and Wintergreen, which offers hiking trails, ski slopes, golf courses and outdoor recreation. Scenic rivers, hunting and fishing complement the attractions mix.

Other appeals include the rural village of Schuyler, boyhood home of Earl Hamner, Jr., who created the Walton's TV series; Oak Ridge Estates, with its gracious mansion and formal gardens;

Woodson's Mill, an 1800's water-powered grist mill that still operates as it did then -- without modern electricity; and the Monroe Institute, a quiet setting for the non-traditional visitor seeking a higher level of consciousness and a fuller realization of self-potential.

Special events represent a significant part of the tourist product for Nelson County. All of the annual events are centered around themes that reflect local flavor and the county's agricultural heritage.

The reasons to visit Nelson County are "soft," representing more of an emotional need to get away from something than to come to something. Most travelers going through Nelson County are just passing through on their way to somewhere else. Many of them are not even aware they are in Nelson County -- much less that there are interesting things to do, see and buy just around the corner. Nelson County has no name recognition, and is not yet thought to be a destination for tourists. But, the combination of its natural physical beauty, scenic outdoor recreation, unique shopping and rural tourist attractions creates an alluring destination package, emphasizing its extraordinary niche as a rural, healthy, artful place.

The county's first-ever marketing plan, generated as a required component of the Accreditation Program, provides the community, leadership and travel-related business owners with information never-before studied from a county-wide perspective. Included are competitive markets, visitor demographic profiles with household

income, education, trip planning characteristics, geographic profile and market segments.

The county tourism leadership has worked diligently to understand the attitudes, travel and purchasing motivations of its current market. An excerpt from the new marketing plan illustrates this research -- albeit subjective at this early juncture -- that the community undertook in the development of the new market positioning statement:

"The attitudes of visitors to Nelson County can best be described as grateful to know that such a place still exists. In a commercialized world of pre-fabricated fun, visitors are pleased with the home-grown quality they find in the shops, fruit stands, orchards and winding backroads of Nelson County ... They are surprised that a rural area could produce this variety of goods and services."

Another direct benefit of the rural tourism development process is the extent to which the local residents and leadership have come to better understand the tourism industry in Nelson County. The county reports that "... county officials and business leaders who were in on the beginning of the concept came to understand how tourism can inject needed revenue into the local economy and thereby relieve the tax burden on property owners". However, it is still felt that "... local residents have not yet been given the opportunity to understand the connection between tourism and their financial situation."

The community has identified three main goals for its tourism programming:

1. Generate an awareness of Nelson County as an attractive, desirable destination and thereby attract more visitation and related expenditures to build tourism as a component of the county's economic development force.
2. Develop cross promotion between attractions, businesses and events; and from one season to the next.
3. Gain a higher level of appreciation of tourism within the community.

While the community clearly has a better-defined approach to its marketing strategies, it has not couched its opportunities in unrealistic terms.

Nelson County's Tourism Situation

Analysis recognizes that "... a problem with the [tourism] product is that most of the reasons to visit are not of a major revenue-producing nature ... Sectors of the country (and the attractions) are isolated from each other, and traffic does not naturally flow from one section to the next ... Promotion of attractions and businesses has been fragmented, which does nothing to show the consumer that he has multiple reasons for going to one particular destination".

Conclusion

Rural tourism development is being supported and pursued in Virginia primarily through active involvement of communities in the Virginia Tourism Accreditation Program. Community

leadership -- both business and governmental -- is learning that successful tourism development requires consistency, cooperation, and long-term commitment. Even then, after comprehensive study, it may become apparent that tourism is not the "quick fix" that some have purported. Instead, it is more likely that rural communities must work over the long term to slowly develop an infrastructure and marketing base on which to build. In the interim, communities such as Nelson County must find ways to slowly infuse new travel dollars into their economy.

"Nelson County must market what it isn't. It isn't commercial, glitzy or exciting -- and that is the attraction."

CHAPTER 15

CONCLUSION

You can get off on the right hospitality foot from the beginning if you avoid overstating your case in the first place. In other words, don't make promises you can't keep. If your promotions exaggerate what you have to offer, it won't matter if you deliver your absolute best. You'll still leave visitors feeling short-changed. And that goes against one of the cardinal rules of good service.

Whenever you're tempted to oversell, remember this little poem:

A tiger met a lion as they
drank beside the pool.
"Tell me," said the tiger,
"why you're always
roaring like a fool."
"It's not so foolish," said
the lion with a twinkle
in his eyes.
"They call me King of Beasts;
it pays to advertise."
A little rabbit overheard, and
ran home like a streak.
He thought he'd try the lion's
plan but his roar was
just a squeak.
And a hungry fox that morning
had his breakfast in the
woods;
The moral: it does *not* pay to
advertise unless you have
the goods.

from *At America's Service*
by Karl Albrecht

SECTION VI

APPENDICES

Appendix VI.A

FEDERAL ASSISTANCE PROGRAMS

The federal government offers numerous domestic assistance programs, some of which are related to tourism planning and/or development. The **United States Travel and Tourism Administration (USTTA)** was established to encourage international travelers to visit the United States, thus increasing the amount of worldwide tourism receipts received by the U.S. See Appendix VI.B on the USTTA for more details about this office.

Other federal agencies offer assistance that may be related to tourism development. The 1990 edition of the *Catalog of Federal Domestic Assistance* lists nearly 1,200 assistance programs (in many and varied program areas) that are administered by 52 federal agencies. Assistance may be in the form of: grants; loans; insurance; sale, exchange or donation of property and goods; use of property, facilities, and equipment; advisory or counseling services; dissemination of technical information; training; federal employment and others. The Catalog is published annually in June, reflecting completed congressional action on program legislation. An update, usually published in December, reflects completed congressional action on the President's budget proposals and substantive legislation as of the date of compilation.

Each federal program has very specific eligibility requirements, application procedures, and types of assistance. Space limitations do not permit us to include all the information needed in order to apply. However, each state capital has an office that acts as a clearinghouse for information on these programs and it is recommended that interested individuals and groups contact their state office. You can find out what programs are applicable, application requirements, eligibility requirements and all procedures necessary to apply. The addresses of the state contact for federal assistance programs are given in Appendix VI.C.

Who May Apply?

Practically anyone may apply, although each program is designed for a particular audience. The *Catalog of Federal Domestic Assistance* lists programs available to: state and local governments (including the District of Columbia and federally recognized Indian tribal governments); territories and possessions of the United States; domestic; public; quasi-public; and private profit and non-profit organizations.

Categories of Assistance Programs

The programs in the Catalog are grouped into 20 basic functional categories and 176 subcategories that identify specific areas of interest. Listed below are the 20 basic categories in which all programs have been grouped by primary purpose: *agriculture, business and commerce, community development, consumer protection, cultural affairs, disaster prevention and relief education, employment, labor and training, energy, environmental quality, food and nutrition, health, housing, income, security and social services, information and statistics law, justice and legal services, natural resources, regional development, science and technology, and transportation.*

The Catalog contains information on the federal agency administering the program; authorization upon which a program is based; objectives and goals of a program; types of financial and non-financial assistance offered under a program; eligibility requirements; application and award process; amount of obligations for the past, current and future fiscal years; regulations, guidelines and literature relevant to a program; information contacts at the headquarters, regional and local offices; programs that are related based upon program objectives and uses; examples of funded projects; criteria for selecting proposals; and individual agency policies and federal management policy directives pertaining to a program.

The agencies most likely to have assistance programs that relate to tourism development include:

Department of Agriculture

Agricultural Stabilization & Conservation Service

Farmers Home Administration

Forest Service

Soil Conservation Service

Department of Commerce

Economic Development Administration

Minority Business Development Agency

Department of Defense

Department of the Army, Office of the Chief of Engineers

Secretaries of Military Departments

Department of the Interior
Bureau of Indian Affairs
Bureau of Land Management
Bureau of Mines
Bureau of Reclamation
U.S. Fish and Wildlife Service
National Park Service

Appalachian Regional Commission

Small Business Administration

Tennessee Valley Authority

Environmental Protection Agency

By now it may appear to the reader that applying for federal assistance of any kind is a complicated, cumbersome process. This is true, but there are ways of streamlining the process.

Contact the office in your state responsible for federal assistance programs at the address listed in Appendix VI.C, or use the Federal Assistance Programs Retrieval System (FAPRS) -- or do both.

Federal Assistance Programs Retrieval System (FAPRS)

FAPRS is a computerized question-answer system designed to provide easy and quick access to federal domestic assistance program information. Most state contact offices provide access to FAPRS. This system provides information on federal programs that meet the developmental needs of the applicant and for which the applicant meets basic eligibility criteria. For information on how to access FAPRS, call (202) 708-5126 or write the Federal Domestic Assistance Catalog Staff, General Services Administration, 300 Seventh Street, SW, Washington, DC 20407.

Appendix VI.B

UNITED STATES TRAVEL AND TOURISM ADMINISTRATION

Throughout the world, many countries maintain tourism information offices in other countries to entice visitors to travel in their country. Attracting international tourism is very important to a country's economy, affecting the international balance of payments and other economic factors. Competition among foreign tourism markets is very keen. For example, in our country, over 125 foreign governments have offices that try to persuade Americans to visit their countries. The USTTA, in turn, has offices throughout the world that promote tourism to the United States.

The major role of USTTA in foreign markets is to motivate tour wholesalers and retail travel agents to sell the United States as a destination over other markets. USTTA provides information, counseling and training to various segments of the tourism industry in the international marketplace. The agency also provides media advertising opportunities and public information support programs to stimulate public demand for United States travel experiences and services.

USTTA provides the following support activities to individuals, businesses and agencies involved in the tourism trade:

- ◆ Provide public and private sector tourist interests with current research and marketing information.
- ◆ Provide technical guidelines on international tourism marketing opportunities.
- ◆ Organize and provide for cooperative advertising opportunities in the international marketplace. USA umbrella advertising, aimed at tourism audiences worldwide, provides an outlet for the small business or community advertiser. The USA Holiday Planner, a vacation planning guide for consumer distribution worldwide, offers basic information about each of the states and territories, as well as general information about traveling in the United States. Advertising space is available in this publication, which is translated into 6 languages spread among three million copies, and distributed worldwide. Additionally, cooperative advertising programs exist in each of the individual markets in which USTTA has offices. These supplemental programs are good ways to reach individual markets with a targeted message. They can

additionally be attractive to an organization just beginning its international marketing efforts, as the organization can choose to participate in a cooperative advertising venture aimed only at the market(s) to which it is targeting those efforts.

- ◆ Provide technical guidance to U.S. public and private tourism organizations to assist in positioning their products in the international marketplace.
- ◆ Conduct workshops and training programs for tourism industry staff on marketing to international audiences.
- ◆ Organize and provide technical assistance for travel shows that take place in markets outside U.S. boundaries.
- ◆ Provide technical assistance in the planning and organization of U.S. product familiarization trips for travel trade and media representatives.
- ◆ Provide professional counsel in response to trade inquiries and give technical assistance in tour development.
- ◆ Provide the travel trade with basic reference materials, guides and library services.
- ◆ Provide technical assistance to the industry in the management of travel missions from the United States to other countries.

United States Travel and Tourism Administration
U.S. Department of Commerce
14th Street and Constitution Ave., NW
Room 1860
Washington, DC 20230
tel: 202/482-4752
fax: 202/482-2887

The United States Travel and Tourism Administration maintains offices in: Canada, Mexico, United Kingdom, France, Germany, Japan, Australia, The Netherlands, Italy and Miami. The Miami office serves as the contact office for South America. Canada has two satellite offices, one in Montreal and one in Vancouver.

Copies of **Tourism USA: Guidelines for Tourism Development** are available for \$5.00. Send orders prepaid to the address shown above, marked to the attention of "Tourism USA."

Checks or vouchers should be made payable to: Tourism USA

Appendix VI.C

State Contacts for Federal Agencies

The following are addresses of the points of contact for federal programs within each state. The state office given is responsible for coordination of all federal programs within the state. In addition to this contact point and agency itself, individuals may wish to confer with their legislative representative concerning federal programs that may be helpful to them.

ALABAMA

Alabama State Clearinghouse
Alabama Department of Economic & Community Affairs
3465 Norman Bridge Road
P.O. Box 2939
Montgomery, AL 36105-0939
(205) 284-8905

ALASKA

Alaska Division of Tourism
Tourism Coordinating Council
Box 110801
Juneau, AK 99811-0801
(907) 465-2212

ARIZONA

Arizona State Clearinghouse
1700 West Washington Avenue
Fourth Floor
Phoenix, AZ 85007
(602) 255-5004

ARKANSAS

State Clearinghouse
Office of Intergovernmental Services
Department of Finance and Administration
P.O. Box 3278
Little Rock, AR 72203
(501) 371-1074

CALIFORNIA

Office of Planning and Research
1400 Tenth Street
Sacramento, CA 95814
(916) 323-7480

COLORADO

State Clearinghouse
Division of Local Government
1313 Sherman Street
Room 520
Denver, CO 80203
(303) 866-2156

CONNECTICUT

Under Secretary
Attn.: Intergovernmental Review Coordinator
Comprehensive Planning Division
Office of Policy and Management
80 Washington Street
Hartford, CT 06106-4459
(203) 566-3410

DELAWARE

Executive Department
Thomas Collins Building
Dover, DE 19903
(302) 736-3326

FLORIDA

Executive Office of the Governor
Office of Planning and Budgeting
The Capitol
Tallahassee, FL 32399-0001
(904) 488-8114

GEORGIA

Administrator
Georgia State Clearinghouse
270 Washington Street, S.W.
Atlanta, GA 30334
(404) 656-3855

HAWAII
Director
Department of Planning and Economic Development
Office of the Governor
Honolulu, HI 96813
(808) 548-3085 or 3016

ILLINOIS
Office of the Governor
State of Illinois
Springfield, IL 62706
(217) 782-8639

INDIANA
State Budget Agency
212 State House
Indianapolis, IN 46204
(317) 232-5610

IOWA
Division of Community Progress
Iowa Department of Economic Development
200 East Grand Avenue
Des Moines, IA 50309
(515) 281-3725

KANSAS
Kansas Department of Administration
Division of the Budget
Room 152-E, State Capitol Building
Topeka, KS 66612
(916) 296-2436

KENTUCKY
Kentucky State Clearinghouse
2nd Floor, Capitol Plaza Tower
Frankfort, KY 40601
(502) 564-2382

LOUISIANA
Department of Urban and Community Affairs
Office of State Clearinghouse
P.O. Box 94455, Capitol Station
Baton Rouge, LA 70804
(504) 342-9790

MAINE
State Planning Office
State House Station No. 38
Augusta, ME 04333
(207) 289-3161

MARYLAND
State Clearinghouse
Department of State Planning
301 West Preston Street
Baltimore, MD 21201-2365
(410) 225-4490

MASSACHUSETTS
Executive Office of Communities and Development
100 Cambridge Street
Room 904
Boston, MA 02202
(617) 727-3253

MICHIGAN
Federal Projects Review System
6500 Mercantile Way
Suite 2
Lansing, MI 48911
(517) 334-6190

MINNESOTA
Intergovernmental Review
Minnesota State Planning Agency
Capitol Square Building
Room 101
St. Paul, MN 55101
(612) 296-3698

MISSISSIPPI
Office of Federal State Programs
Department of Planning and Policy
2000 Walter Sillers Building
500 High Street
Jackson, MS 39202
(601) 359-3150

MISSOURI
Missouri Federal Assistance Clearinghouse
Division of Budget and Planning
P.O. Box 809
Jefferson City, MO 65102
(314) 751-4834 or 751-2345

MONTANA
Intergovernmental Review Clearinghouse
c/o Office of the Lieutenant Governor
Room 210, State Capitol
Helena, MT 59620
(406) 444-5522

NEBRASKA

Policy Research Office
P.O. Box 94601
Room 1321, State Capitol
Lincoln, NE 68509
(402) 471-2414

NEVADA

Office of Community Services
Capitol Complex
Carson City, NV 89710
(702) 885-4420

NEW HAMPSHIRE

New Hampshire Office of State Planning
Intergovernmental Review Process
2-1/2 Beacon Street
Concord, NH 03301
(603) 271-2155

NEW JERSEY

Division of Local Government Services
Department of Community Affairs
CN 803
Trenton, NJ 08625-0803
(609) 292-6613

NEW MEXICO

Management and Program Analysis Division
Department of Finance and Administration
Room 424, State Capitol Building
Santa Fe, NM 87503
(505) 827-3885

NEW YORK

New York State Clearinghouse
Division of the Budget
State Capitol
Albany, NY 12224
(518) 474-1605

NORTH CAROLINA

State Clearinghouse
Department of Administration
116 West Jones Street
Raleigh, NC 27611
(919) 733-0499

NORTH DAKOTA

Office of Intergovernmental Affairs
Office of Management and Budget
14th Floor, State Capitol
Bismarck, ND 58505
(701) 224-2094

OHIO

State Clearinghouse
Office of Budget and Management
30 East Broad Street
34th Floor
Columbus, OH 43266-0411
(614) 466-0698

OKLAHOMA

Office of Federal Assistance Management
6601 Broadway Extension
Oklahoma City, OK 73116
(405) 843-9770

OREGON

State Clearinghouse
Executive Building
155 Cottage Street, N.E.
Salem, OR 97310
(503) 373-1998

PENNSYLVANIA

Pennsylvania Intergovernmental Council
P.O. Box 11880
Harrisburg, PA 17108
(717) 783-3700

RHODE ISLAND

Rhode Island Statewide Planning Program
265 Melrose Street
Providence, RI 02907
(401) 277-2656

SOUTH CAROLINA

Grant Services
Office of the Governor
1205 Pendleton Street
Room 477
Columbia, SC 29201
(803) 734-0435

SOUTH DAKOTA

State Clearinghouse
Office of the Governor
500 E. Capitol
Pierre, SD 57501
(605) 773-3212

TENNESSEE

Tennessee State Planning Office
500 Charlotte Avenue
309 John Sevier Building
Nashville, TN 37219
(615) 741-1676

TEXAS

Office of Budget and Planning
Office of the Governor
P.O. Box 12428
Austin, TX 78711
(512) 463-1778

UTAH

Office of Planning and Budget
116 State Capitol Building
Salt Lake City, UT 84114
(801) 533-5245

VERMONT

Office of Policy Research and Coordination
Pavilion Office Building
109 State Street
Montpelier, VT 05602
(802) 828-3326

VIRGINIA

Intergovernmental Review Officer
Department of Housing and Community
Development
205 N. 4th Street
Richmond, VA 23219
(804) 786-4474

WASHINGTON

Washington Department of Community
Development
Ninth and Columbia Building
Olympia, WA 98504-4151
(206) 753-4978

WEST VIRGINIA

Community Development Division
Governor's Office of Economic and Community
Development
Building No. 6, Room 553
Charleston, WV 25305
(304) 348-4010

WISCONSIN

Wisconsin Department of Administration
101 South Webster Street, GEF 2
P.O. Box 7864
Madison, WI 53707-7864
(806) 266-1741

WYOMING

Wyoming State Clearinghouse
State Planning Coordinator's Office
Capitol Building
Cheyenne, WY 82002
(307) 777-7574

VIRGIN ISLANDS

Office of Management and Budget
#32,33 Kongens Gade
Charlotte Amalie, VI 00802
(809) 774-0750

DISTRICT OF COLUMBIA

Office of Intergovernmental Relations
Room 416, District Building
1350 Pennsylvania Avenue, NW
Washington, DC 20004
(202) 727-9111

GUAM

State Clearinghouse
Office of the Governor
P.O. Box 2950
Agana, GU 96910
(671) 472-2285

PUERTO RICO

Puerto Rico Planning Board
Minillas Government Center
P.O. Box 41119
San Juan, PR 00940-9985
(809) 727-4444

NORTHERN MARIANAS ISLANDS

Planning and Budget Office
Office of the Governor
Saipan, CM 96950

Appendix VI.D

State Agencies Responsible for Tourism Development

Each state has a supported agency whose activities are directed toward the promotion and development of tourism. Local communities can obtain various kinds of help in developing a tourism program from them. Many offices will:

- ◆ Promote state and local tourism through various advertising media
- ◆ Give advice concerning overall planning
- ◆ Sponsor or assist in training programs for the employees of tourism organizations
- ◆ Hold regional, or sometimes local conferences to discuss mutual challenges with local representatives
- ◆ Act as a consultant to local communities concerning challenges arising in on-going tourism programs

No attempt is made to indicate which states offer each of these services since programs change frequently. Contact your state agency to determine the exact services available to your community. Do not limit your inquiries to the services listed above -- many agencies will provide fairly extensive help at the local level.

The following four pages list the agencies responsible for travel development in each state and U.S. territory.

STATE TOURISM OFFICE LISTING

<p>Mr. Wayne Greenhaw Director Alabama Bureau of Tourism & Travel 401 Adams Avenue, Suite 126 Montgomery, Alabama 36103-4309 205-242-4169 or 800-252-226 Fax: 205-242-4554</p>	<p>Mr. Rich Meredith Executive Director Colorado Tourism Board 1625 Broadway, Suite 1700 Denver, Colorado 80202 303-592-5510 or 800-265-6723 Fax: 303-592-5406</p>	<p>Ms. Jeanne K. Schultz Deputy Director of Tourism Hawaii Department of Business & Economic Development P.O. Box 2359 Honolulu, Hawaii 96804 808-586-2550 Fax: 808-586-2549</p>
<p>Mary Pignalberi Director Alaska Division of Tourism P.O. Box 110801 Juneau, Alaska 99811-0901 907-465-2012 Fax: 907-586-8399</p>	<p>Mr. Edward Dombrowskas Executive Director, Tourism Division Connecticut Department of Economic Development 865 Brook Street Rocky Hill, Connecticut 06067 203-258-4286 or 800-282-6863 Fax: 203-529-0535</p>	<p>Mr. Carl Wilgus Administrator, Idaho Div of Travel Promotion Idaho Department of Commerce 700 West State Street Boise, Idaho 83720-2700 208-334-2470 or 800-635-7820 Fax: 208-334-2631</p>
<p>Mr. Greg Gilstrap Director Arizona Office of Tourism 1100 W. Washington Phoenix, Arizona 85007 602-542-8687 or 800-842-8257 Fax: 602-542-4068</p>	<p>Ms. Gigi Windley Director Delaware Tourism Office 99 Kings Highway, Box 1401 Dover, Delaware 19903 302-739-4271 Fax: 302-739-5749</p>	<p>Ms. Donna Shaw Director Illinois Bureau of Tourism 100 W. Randolph St. Suite 3-400 Chicago, Illinois 60601 312-814-4732 or 800-223-0121 Fax: 312-814-6175</p>
<p>Mr. Joe David Rice Director of Tourism Arkansas Division of Parks & Tourism One Capitol Mall Little Rock, Arkansas 72201 501-682-7777 or 800-628-8725 Fax: 501-682-1364</p>	<p>Mr. R. Barry Kenney Director, Tourism Division Florida Department of Commerce 107 W. Gaines Street, Room 505 Tallahassee, Florida 32399-2000 904-488-5607 Fax: 904-487-0132</p>	<p>Mr. John Goss Director Indiana Tourism Marketing & Film Division Indiana Department of Commerce One North Capitol, Suite 700 Indianapolis, Indiana 46204-2288 317-232-8860 or 800-289-6646 Fax: 317-232-4146</p>
<p>Mr. John Poimiroo Director California Office of Tourism 801 K Street, Suite 1600 Sacramento, California 95814 916-322-2881 or 800-862-2543 Fax: 916-322-3402</p>	<p>Ms. Hanna Ledford Deputy Commissioner Georgia Dept of Industry, Trade & Tourism 285 Peachtree Center Avenue Marquis Tower Two, 10th Floor Atlanta, Georgia 30303 404-656-3553 or 800-847-4842 Fax: 404-651-9063</p>	<p>Mr. David Reynolds Division Administrator Iowa Department of Economic Development 200 E. Grand Avenue Des Moines, Iowa 50309 515-242-4705 or 800-345-4692 Fax: 515-242-4749</p>

<p>Ms. Norine Kruse Director, Travel & Tourism Kansas Travel & Tourism Development Division 700 S.W. Harrison, Suite 1300 Topeka, Kansas 66603-3957 913-296-2009 or 800-252-6727 Fax: 913-296-6988</p>	<p>Ms. Abbie Goodman Director of Tourism Massachusetts Office of Travel & Tourism 100 Cambridge Street, 13th Floor Boston, Massachusetts 02202 617-727-3201 or 800-447-6277 Fax: 617-727-6525</p>	<p>Mr. Matthew Cohn Travel Director Montana Travel Promotion Division 1424 9th Avenue Helena, Montana 59620 406-444-2654 or 800-541-1447 Fax: 406-444-1800</p>
<p>Mr. Robert Stewart Commissioner Kentucky Department of Travel Development 2200 Capitol Plaza Tower 500 Mero St. Frankfort, Kentucky 40601 1-800-225-8747 ext. 67 Fax: 502-564-5695</p>	<p>Mr. Thomas Altemus Director Michigan Travel Bureau Department of Commerce P.O. Box 30226 Lansing, Michigan 48909 517-373-0670 or 800-543-2937 Fax: 517-373-0059</p>	<p>Ms. Peggy Briggs Director Nebraska Division of Travel & Tourism PO Box 946666 Lincoln, Nebraska 68509 402-471-3794 or 800-228-4307 Fax: 402-471-3026</p>
<p>Mr. Alfred T. Trappey, II Assistant Secretary of Tourism Louisiana Office of Tourism P.O. Box 94291 Baton Rouge, Louisiana 70804-9291 504-342-8100 or 800-334-8626 Fax: 504-342-8390</p>	<p>Mr. Henry R. Todd, Jr. Director of Tourism Minnesota Office of Tourism 100 Metro Square 121 East 7th Place St. Paul, Minnesota 55101 612-296-5029 or 800-657-3700 Fax: 612-296-7095</p>	<p>Mr. Thomas G. Tait Director Nevada Commission on Tourism Capitol Complex Carson City, Nevada 89710 702-687-4322 or 800-638-2328 Fax: 702-687-6779</p>
<p>Ms. Hilary Sinclair Director of Tourism Maine Office of Tourism 189 State Street, Station 59 Augusta, Maine 04333 207-287-5711 or 800-533-9595 Fax: 207-287-5701</p>	<p>Ms. Suzanne Singletary Deputy Director, Tourism Development Mississippi Division of Tourism P.O. Box 849 Jackson, Mississippi 39205 601-359-3297 or 800-647-2290 Fax: 601-359-5757</p>	<p>Mr. Christopher Jennings Director New Hampshire Office of Tourism P.O. Box 856 Concord, New Hampshire 03302-0856 603-271-2666 or 800-386-4664 Fax: 603-271-2629</p>
<p>Mr. George Williams Director of Tourism Maryland Office of Tourism Development 217 E. Redwood, 9th Floor Baltimore, Maryland 21202 410-333-6611 or 800-543-1036 Fax: 410-333-6643</p>	<p>Ms. Marjorie Beenders Director Missouri Division of Tourism P.O. Box 1055 Truman State Office Building Jefferson City, Missouri 65102 314-751-4133 or 800-877-1234 Fax: 314-751-5160</p>	<p>Mrs. Linda M. Conlin Director New Jersey Division of Travel & Tourism 20 W. State Street, CN826 Trenton, New Jersey 08625-0826 609-292-6963 or 800-537-7397 Fax: 609-633-7418</p>

<p>Mr. Michael Cerletti Cabinet Secretary New Mexico Tourism Department 491 Old Santa Fe Trail Santa Fe, New Mexico 87503 <i>505-827-7400 or 800-545-2040</i> <i>Fax: 505-827-7402</i></p>	<p>Ms. Kathleen Marks Director, Travel and Tourism Division Oklahoma Dept. of Tourism & Recreation 2401 N. Lincoln Blvd. Oklahoma City, Oklahoma 73105 <i>405-521-3981 or 800-652-6552</i> <i>Fax: 405-521-3992</i></p>	<p>Ms. Susan Edwards Secretary of Tourism Capitol Lake Plaza South Dakota Department of Tourism 711 E. Wells Avenue Pierre, South Dakota 57501 <i>605-773-3301 or 800-843-1930</i> <i>Fax: 605-773-3256</i></p>
<p>Ms. Margo Jones Deputy Commissioner for Tourism Development New York State Department of Economic Development - Division of Tourism One Commerce Plaza Albany, New York 12245 <i>518-474-4116 or 800-225-5697</i> <i>Fax: 518-486-6416</i></p>	<p>Mr. Joe D'Alessandro Director Oregon Tourism Division Oregon Economic Development Department 775 Summer St., N.E. Salem, Oregon 97310 <i>503-373-1270 or 800-547-7842</i> <i>Fax: 503-986-0001</i></p>	<p>Ms. Sandra Fulton Commissioner Tennessee Tourist Development P.O. Box 23170 Nashville, Tennessee 37219-3170 <i>615-741-9001</i> <i>Fax: 615-741-9060</i></p>
<p>Mr. Richard Trammell Director North Carolina Travel & Tourism Division 430 N. Salisbury Street Raleigh, North Carolina 27603 <i>919-733-4171 or 800-847-4862</i> <i>Fax: 919-733-8582</i></p>	<p>Mr. Mark Hoy Director Pennsylvania Bureau of Travel Marketing 453 Forum Building Harrisburg, Pennsylvania 17120 <i>717-787-5453 or 800-847-4872</i> <i>Fax: 717-234-4560</i></p>	<p>Ms. Dianne Mendoza Galaviz Director, Tourism Division Texas Department of Commerce P.O. Box 12728 Austin, Texas 84114 <i>512-462-9191 or 800-888-8839</i> <i>Fax: 512-320-9456</i></p>
<p>Mr. Kevin Cramer Director of Tourism North Dakota Tourism Promotion 604 East Blvd. Bismarck, North Dakota 58505 <i>701-224-2525 or 800-437-2077</i> <i>Fax: 701-224-4878</i></p>	<p>Mr. David C. DePetrillo Director of Tourism Rhode Island Department of Economic Development 7 Jackson Walkway Providence, Rhode Island 02903 <i>401-277-2601 or 800-556-2484</i> <i>Fax: 401-277-2102</i></p>	<p>Mr. Dean Reeder Director Utah Travel Council Council Hall Salt Lake City, UT 78711 <i>801-538-1030</i> <i>Fax: 801-538-1399</i></p>
<p>Mr. George Zimmerman Director Ohio Office of Travel & Tourism P.O. Box 1001 Columbus, Ohio 43266-0001 <i>614-466-8844 or 800-282-5393</i> <i>Fax: 614-466-6744</i></p>	<p>Ms. Grace G. McKown Director S.C. Dept. of Parks, Recreation & Tourism 1205 Pendleton Street, Suite 110 Columbia, South Carolina 29201 <i>803-734-0166 or 800-346-3634</i> <i>Fax: 803-734-1409</i></p>	<p>Ms. Bobbe Maynes Commissioner Vermont Travel Division Agency of Development & Community Affairs 134 State Street Montpelier, Vermont 05602 <i>802-828-3649; 1-800/528-4554</i> <i>Fax: 802-828-3233</i></p>

<p>Mr. Matt Gaffney Director of Tourism Virginia Division of Tourism 901 East Byrd Street Richmond, Virginia 23219 804-786-2051 or 800-847-4882 Fax: 804-786-1919</p>	<p>Mr. Gene Bryan Director Wyoming Division of Tourism Marketing Frank Norris, Jr. Travel Center I-25 at College Drive Cheyenne, Wyoming 82002-0660 307-777-7777 or 800-225-5996 Fax: 307-777-6904</p>	<p>Mr. Bennet Seman Managing Director Marianas Visitors Bureau P.O. Box 861 Saipan, C.M., Marianas Island 96950 670-234-8327 Fax: 670-234-3596</p>
<p>Mr. John Savich Director State of Washington Tourism Development Division PO Box 42500 Olympia, Washington 98504-0613 206-753-5600 or 800-544-1800 Fax: 206-753-4470</p>	<p>Ms. Marie Levin Tibor Director of Tourism Washington D.C. Convention & Visitors Association 1212 New York Avenue, N.W. Washington, D.C. 20005 202-789-7000 Fax: 202-789-7037</p>	<p>Mr. Luis Fortuno Executive Director Puerto Rico Tourism Company P.O. Box 4435 Old San Juan Station San Juan, Puerto Rico 00905 809-724-2800 or 800-223-6530 Fax: 809-725-4417</p>
<p>Mr. James B. Lawrence Commissioner West Virginia Division of Tourism and Parks 2101 Washington Street, East Charleston, West Virginia 25305 304-558-2200 or 800-225-5982 Fax: 304-558-0108</p>	<p>Ms. Sinira Tuimaono Director Office of Tourism American Samoa Government P.O. Box 1147 Pago Pago, American Samoa 96799 684-633-1091/2/3 Fax: 684-633-0194</p>	<p>Ms. Leona Bryant Assistant Commissioner of Tourism U.S. Virgin Islands P.O. Box 6400 Charlotte Amalie, St. Thomas U.S. Virgin Islands 00801 809-774-8784 Fax: 809-774-4390</p>
<p>Mr. Richard Speros Administrator Wisconsin Division of Tourism 123 West Washington Avenue P.O. Box 7970 Madison, Wisconsin 53707 608-266-2345 or 800-432-8747 Fax: 608-266-3403</p>	<p>Mr. Joe Cepeda General Manager Guam Visitors Bureau 1270 N. Marine Dr. 2nd Floor, Boon Building, Suite 201-204 Agana, Guam 96931 671-646-5278 or 5279 Fax: 671-646-8861</p>	<p>Updated August 1994</p>

Appendix VI.E

Examples of National Organizations and Sources of Assistance*

ACCENT ON LIVING MAGAZINE

Gillum Road and High Drive
PO. Box 700
Bloomington, IL 61702
(309) 378-2961

FUNCTION: Provides information on travel and touring for the disabled.

AIR TRANSPORT ASSOCIATION

1709 New York Avenue, N.W.
Washington, DC 20006
(202) 626-4215

AMERICAN AUTOMOBILE ASSOCIATION

1000 AAA Drive
Heathrow, FL 32745
(407) 444-7000

FUNCTION: Provides travel books and maps, comprehensive towing service at home and abroad, and emergency road service. Campaigns for good streets and highway safety. Promotes cooperation between member clubs.

AMERICAN AUTOMOBILE TOURING ALLIANCE AND ALA AUTO AND TRAVEL CLUB

888 Worcester Street
Wellesley, MA 02181
(800) 433-1112

FUNCTION: Promotes and facilitates tourism between nations.

AMERICAN BUS ASSOCIATION

1025 Connecticut Avenue, N.W, Suite 308
Washington, DC 20036
(202) 293-5890

FUNCTION: Improves bus service and terminals. Increases the use of buses for travel and tourism. Advocates laws and regulations. Encourages traffic safety. Disseminates information to public.

AMERICAN CAR RENTAL ASSOCIATION

927 15th St., N.W, Suite 1000
Washington, DC 20005
(202) 789-2240

AMERICAN COUNCIL OF HIGHWAY ADVERTISERS

PO. Box 809
8801 Chesapeake Ave.
North Beach, MD 20714 (301) 855-8886

AMERICAN HOTEL AND MOTEL ASSOCIATION

1201 New York Avenue, NW
Suite 600
Washington, DC 20005-3931
(202) 289-3100
Fax: (202) 289-3199

FUNCTION: Promotes hotel/motel business through publicity and promotion programs. Improves operating methods by disseminating information. Serves as educational institute.

AMERICAN RECREATION COALITION

1331 Pennsylvania Avenue, NW
Suite 726
Washington, DC 20004
(202) 662-7420

AMERICAN SIGHTSEEING INTERNATIONAL

No. 1701-A
490 Post Street
San Francisco, CA 94102
(415) 986-2082
Fax: (415) 986-2703

AMERICAN SKI FEDERATION

207 Constitution Avenue, NE
Washington, DC 20002
(202) 543-1595

AMERICAN SOCIETY OF TRAVEL AGENTS

1101 King Street
Alexandria, VA 22314
(703) 739-2782
Fax: (703) 684-8319

FUNCTION: Maintains Travel Hall of Fame. Conducts research and offers education.

AMERICAN TRAVEL INNS

641 West North Temple
Salt Lake City, UT 84116
(801) 521-0732

FUNCTION: Recommends service for hotel/motel industry. Sponsors reservations through member-to-member referrals and group marketing. Offers training and management techniques.

AMERICAN YOUTH HOSTELS

P.O. Box 37613
Washington, DC 20013-7613
(202) 783-6161

FUNCTION: Sponsors inexpensive, educational and recreational outdoor opportunities. Maintains overnight accommodations. Sponsors trips.

ASSOCIATION OF RETAIL TRAVEL AGENTS

1745 Jefferson Davis Highway
Suite 300
Arlington, VA 22202-3402
(703) 553-7777
Fax: (703) 413-2225

FUNCTION: Conducts educational programs for travel agents. Promotes interests of travel agents.

BIKECENTENNIAL: THE BICYCLE TRAVEL ASSOCIATION

PO. Box 8308
Missoula, MT 59807
(406) 721-1776

FUNCTION: Promotes bicycle travel by developing bike routes, trips, training programs and information service. Researches and maps tour routes. Educates public in safety.

CONSOLIDATED AIR TOUR MANUAL (CATM)

PO. Box 849
Miami, FL 33137

COUNCIL ON HOTEL, RESTAURANT AND INSTITUTIONAL EDUCATION

1200 17th Street, N.W.
Seventh Floor
Washington, DC 20036
(202) 331-2429

DUDE RANCHERS' ASSOCIATION

Box 471
LaPorte, CO 80535
(303) 493-7623

FUNCTION: Promotes the preservation of wildlife, parks and forests. Unites dude ranches to improve their product for guests. Increases publicity for ranch vacations.

GREATER INDEPENDENT ASSOCIATION OF NATIONAL TRAVEL SERVICES (GIANTS)

915 Broadway
New York, NY 10010
(212) 505-5665

FUNCTION: Serves as a travel industry marketing cooperative.

HIGHWAY USERS FEDERATION

1776 Massachusetts Avenue, NW
Washington, DC 20036
(202) 857-1211
Fax: (202) 857-1220

HOTEL & MOTEL RED BOOK
888 7th Avenue
New York, NY 10019

HOTEL SALES MARKETING ASSOCIATION, INTERNATIONAL (HSMA)

1235 Jefferson Davis Highway
Crystal City
Arlington, VA 22202

HOTEL/TRAVEL INDEX

Ziff-Davis Publishing Company
One Park Avenue
New York, NY 10016

INSTITUTE OF CERTIFIED TRAVEL AGENTS

P.O. Box 56
148 Linden Street
Wellesley, ME 02181
(617) 237-0280

FUNCTION: Develops educational programs to increase the level of competency in the travel industry. Provides certification and educational programs. Conducts research. Maintains library.

INTER-AMERICAN TRAVEL CONGRESS

c/o Organization of American States
International Trade and Tourism Division
1889 F Street, N.W.
4th Floor
Washington, DC 20006
(202) 789-3585

FUNCTION: Develops inter-American cooperation concerning travel. Deals with technical matters of tourism. Works with both government and private enterprise.

METROPOLITAN TRAVEL AGENTS

c/o Ethan C. Smythe
Calendar Travel
227 Utica Avenue
Brooklyn, NY 11213
(718) 771-8400

FUNCTION: Promotes travel among black persons.

NATIONAL AIR CARRIER ASSOCIATION

1730 M Street, NW
Suite 710
Washington, DC 20036
(202) 833-8200

NATIONAL AIR TRANSPORTATION ASSOCIATION, INC.

4226 King Street
Alexandria, VA 22302
(703) 684-0836

NATIONAL ASSOCIATION OF PASSENGER VESSEL OWNERS

1511 K Street, NW
Suite 715
Washington, DC 20005
(202) 638-5210

NATIONAL BUS TRAFFIC ASSOCIATION

506 South Wabash Avenue
Chicago, IL 60605
(312) 922-3700

FUNCTION: Publishes "Bus Passenger Tariffs" which indicates bus fares, routes, charter charges and shipping rates.

NATIONAL BUSINESS TRAVEL ASSOCIATION

1650 King Street
Suite 301
Alexandria, VA 22314
(703) 684-0836

**NATIONAL ASSOCIATION OF RV PARKS & CAMPGROUNDS
(formerly National Campground Owners Association)**

8605 Westwood Center Drive
Suite 201
Vienna, VA 22182-2231
(703) 734-3000
Fax: (703) 734-3004

NATIONAL CAMPERS AND HIKERS ASSOCIATION

4804 Transit Road
Building 4
Depew, NY 14043
(716) 668-6242

FUNCTION: Assists in establishing local chapters for members. Recommendations for improvement of camping and hiking facilities.

NATIONAL CAVES ASSOCIATION

Route 9, Box 106
McMinnville, TN 37110
(615) 668-3925
Fax: (615) 668-3988

NATIONAL PARK CONCESSIONS, INC.

General Offices
Mammoth Cave, KY 42259
(502) 773-2191
Fax: (502) 773-5120

NATIONAL PASSENGER TRAFFIC ASSOCIATION

310 Madison Avenue, Suite 420
New York, NY 10017
(212) 370-1140

FUNCTION: Promotes the interests of business travelers. Brings awareness to public of travel needs.

NATIONAL RESTAURANT ASSOCIATION

1200 17th Street, N.W.
Washington, DC 20036-3097
(202) 331-5900
Fax: (202) 331-2429

NATIONAL TOUR ASSOCIATION

North American Headquarters
546 East Main Street
P.O. Box 3071
Lexington, KY 40508
(606) 226-4444
Fax: (606) 226-4414

FUNCTION: Promotes increased public interest in motorcoach travel. Maintains tour industry standards.

NATIONAL TRAVEL and TOURISM AWARENESS COUNCIL

1100 New York Avenue, NW
Suite 450
Washington, DC 20005-3934
(202) 408-8422
Fax: 202) 408-1255

NORTH AMERICAN TRAVEL ASSOCIATION

1790 Broadway
Suite 711
New York, NY 10019
(718) 858-5483

FUNCTION: Disseminates travel destination information concerning North America. Provides sources of up-to-date market information. Develops North American tourism industry.

PREFERRED HOTELS and RESORTS WORLDWIDE

1901 South Meyers Road
Suite 220
Oakbrook Terrace, IL 60148
(708) 953-0404
Fax: (708) 953-0176

FUNCTION: Assists independently owned hotels. Promotes the service of member hotels. Maintains reservation referral services.

PROFESSIONAL GUIDES ASSOCIATION OF AMERICA

2416 S. Eads St.
Arlington, VA 22202
(703) 892-5757

RECREATION VEHICLE INDUSTRY ASSOCIATION

1896 Preston White Drive
PO. Box 2999
Reston, VA 22090
(703) 620-6003
Fax: (703) 620-5071

SEPTEMBER DAYS CLUB

2751 Buford Highway, N.E.
Atlanta, GA 30324
(404) 325-4000

FUNCTION: Encourages senior citizen travel (by ways of Days Inn Motels) through the use of publications and discounts.

SOCIETY OF AMERICAN TRAVEL WRITERS

1120 Connecticut Avenue, NW
Suite 940
Washington, DC 20036
(202) 785-5567

FUNCTION: Assists travelers by providing accurate destination, facility and service reports. Protects persons freedom of control to travel. Strives for preserving historic sites and nature conservation.

SOCIETY OF INCENTIVE TRAVEL EXECUTIVES (SITE)

21 West 38th Street
New York, NY 10018
(212) 575-0910

FUNCTION: Unites incentive travel individuals. Serves as resource for information exchange and problem solving. Helps to upgrade standards by providing educational services.

TOURIST HOUSE ASSOCIATION OF AMERICA

R.D. 2, Box 355A
Greentown, PA 18426
(717) 676-3222

FUNCTION: Promotes travel by organizing bed and breakfast accommodations for travelers. Publishes *Bed and Breakfast U.S.A.*

TRAVEL AND TOURISM RESEARCH ASSOCIATION

10200 West 44th Avenue
#304
Wheat Ridge, CO 80033
(303) 940-6557
Fax: (303) 422-8894

FUNCTION: Provides leadership in travel research. Provides reference service. Maintains library. Publishes *Journal of Travel Research*.

TRAVEL MARKET YEARBOOK

PO. Box 5890
Cherry Hill, NJ 08034

TRAVEL TRADE PERSONNEL SALES GUIDE

6 East 46th Street
New York, NY 10017

UNITED BUS OWNERS OF AMERICA

1300 L St., NW
Suite 1050
Washington, DC 20005

UNITED STATES TOUR OPERATORS ASSOCIATION

211 East 51st Street
Suite 12B
New York, NY 10022
(212) 944-5727
Fax: (212) 421-1285

FUNCTION: Encourages and supports professional and financial integrity in tourism. Provides information about tour operators activities. Serves as clearing-house for information.

*The fact that the name of an organization or source does not appear on this list does not imply in any way that it may be inferior. Names, addresses and phone numbers were updated shortly before publication, but there may be changes over time.

Appendix VI.F

Examples of International Organizations and Sources of Assistance*

CRUISE LINES INTERNATIONAL ASSOCIATION

500 Fifth Avenue
Suite 1407
New York, NY 10110
(212) 921-0066

FUNCTION: Administers lines travel agency appointments and bonding programs. Coordinates activities which relate to passenger shipping matters.

HOTEL SALES AND MARKETING ASSOCIATION INTERNATIONAL

1300 L Street, NW
Suite 800
Washington, DC 20005
(202) 789-0089

INTER-AMERICAN TRAVEL CONGRESSES

c/o Organization of American States
International Trade and Tourism Division
1889 F Street, N.W.
4th Floor
Washington, DC 20006
(202) 789-3585

FUNCTION: Develops inter-American cooperation concerning travel. Deals with technical matters of tourism. Works with both government and private enterprise.

INTERNATIONAL ASSOCIATION OF AMUSEMENT PARKS AND ATTRACTIONS

1448 Duke Street
Alexandria, VA 22314
(703) 836-4800
Fax: (703) 836-4801

FUNCTION: Members operate amusement parks, swimming pools, beaches and tourist attractions; and manufacture outdoor amusement park equipment.

INTERNATIONAL ASSOCIATION OF CONVENTION & VISITOR BUREAUS

2000 L Street, NW
Suite 702
Washington, DC 20036-4990
(202) 296-7888
Fax: (202) 296-7889

FUNCTION: Acts as a clearinghouse for convention information. Conducts studies, surveys and seminars. IACVB has established a special interest group for rural/community tourism.

INTERNATIONAL ASSOCIATION FOR TOUR MANAGERS

397 Walworth M.
London, SE17 England
1-703-9154 or 5

FUNCTION: Maintains high standards for tour management. Provides education for tour managers.

INTERNATIONAL CONGRESS AND CONVENTION ASSOCIATION (ICCA)

RO. Box 5343
Amsterdam, Netherlands

INTERNATIONAL FEDERATION OF POPULAR TRAVEL ORGANIZATIONS

38, Boulevard Edgar Quinet
F-75014 Paris, France
1-538-2098

FUNCTION: Promotes tourism for physical and spiritual benefits. Secures mutual understanding and cooperation.

INTERNATIONAL FEDERATION OF TOURIST CENTERS

Schiller Strasse 50
A-4010 Linz, Austria

FUNCTION: Disseminates technical information. Develops cooperative activities.

INTERNATIONAL GUIDES CLUB

Asbjorn Overas vei
C N-700 Trondheim, Norway

FUNCTION: Advances the standards of tour guides (economically, professionally and socially). Promotes awareness concerning environmental and sociocultural world tourism.

INTERNATIONAL HOTEL ASSOCIATION

89, rue du Fauborg-Saint-Honore
F-75008 Paris, France

FUNCTION: Internationally links national hotel associations of all countries. Seeks to improve reputation and standards of industry. Disseminates information.

INTERNATIONAL LEAGUE OF COMMERCIAL TRAVELERS AND AGENTS

13, Boulevard de Strasbourg
F-75010 Paris, France

FUNCTION: Works with travel agents by giving advice on contracts made with foreign companies. Provides legal aids. Obtains overseas representation.

INTERNATIONAL SOCIETY OF HOTEL ASSOCIATION EXECUTIVES

c/o Florida Hotel & Motel Association
P.O. Box 1529
Tallahassee, FL 32302
(904) 224-2888

FUNCTION: Provides specialized, education. Maintains speakers bureau.

INTERNATIONAL TOURING ALLIANCE

2 quai Gustave-Ador
CH-1207 Geneva, Switzerland

FUNCTION: Promotes all areas of international touring and motoring. Concerned with safety in transportation. Provides services for the handicapped. Provides breakdown service.

PACIFIC AREA TRAVEL ASSOCIATION

1 Montgomery Street
Telesis Tower, Suite 1750
San Francisco, CA 94104
(415) 986-4646
Fax: (415) 986-3458

FUNCTION: Conducts advertising campaign to promote travel to the Greater Pacific region, 35 countries. Provides travel information service. Disseminates information to media. Researches trends. Maintains library.

TRAVEL INDUSTRY ASSOCIATION OF AMERICA

1100 New York Avenue, NW
Suite 450
Washington, DC 20005-3934
(202) 408-8422
Fax: (202) 408-1255

FUNCTION: Increases public awareness on the importance of travel to the economy. Promotes domestic and international travel through campaigns, education and improvement of services.

WORLD TOURISM ORGANIZATION

Calle Capitan Haya 42
Madrid 20, Spain
34-1-571-0628
Fax: 34-1-5714-3733

FUNCTION: Studies problems, trends, developments and socioeconomic changes which affect tourism on a worldwide basis.

*The fact that the name of an organization or source does not appear in this list does not imply in any way that it may be inferior. Names, addresses and phone numbers were updated shortly before publication, but there may be changes over time.

Appendix VI.G

Forming a Tourist Commission

The Louisiana Legislature has developed some guidelines for the creation of a tourist commission. Tourist commissions created by following these guidelines may be recognized by the Louisiana Legislature if a legislator authors and offers a bill creating the commission for formal legislative approval. The guidelines established by the Louisiana Legislature are:

1. A governing authority of any parish (mayor or parish president) in the state is authorized and empowered to form and create a tourist commission.

This commission can serve one parish or a combination of two or more parishes by mutual agreement.

2. Any tourist commission created shall have as its purpose the promotion of tourism within the jurisdiction of the commission.
3. The commission shall be governed by a board of seven, to be appointed by the governing authority or authorities of the parish or parishes creating the commission.

However, the number of board members can be increased if it is so stated in the proposed legislation.

4. Appointments to the board shall be made from nominations submitted to the governing authority or authorities by private, non-profit groups that have an interest in one or more aspects of the tourism industry.
5. Directors shall be appointed for a term of three (3) years.
6. In areas where the population is between 35,000 and 40,000, the governing authority or authorities may appoint as one member of the commission the president of any city or parish chamber of commerce within the jurisdiction boundaries, provided that the commission serves only one parish.

Any person appointed as president of the chamber of commerce shall serve on the commission for the duration of his/her term as president of the chamber of commerce.

7. The directors shall elect from among themselves a chair who shall serve for a term of one year. Vacancies among the directors shall be filled in the same manner as the original appointments, from a list of nominations from private, non-profit organizations with an interest in the tourism industry.

8. In addition to the chair, the commission shall elect from its membership a vice chair, secretary and treasurer. The office of secretary and treasurer may be combined if desired.
9. The commission shall have the power to sue and be sued, to accept grants or donations of every type, to make capital improvements for the purpose of obtaining federal funds, to do all things necessary for the promotion, advertisement, and publication of information relating to tourist attractions within its jurisdiction.

The commission cannot exercise any function that results in competition with local retail businesses or enterprises.

Tourist commissions shall not be construed to be a political subdivision of the state or of the parish or parishes creating it.

TAX OR FUNDING FOR THE TOURIST COMMISSION

1. In order to provide funds for the operation of the commission, the governing authority or authorities of the parish or parishes creating the commission are authorized and empowered to levy and collect a tax upon the occupancy of hotel rooms, motel rooms and overnight camping facilities within the jurisdiction of the commission.

The tax shall not exceed two percent of the rent or fee charged for occupancy. A higher percentage rate exception can sometimes be obtained by the Louisiana Legislature.
2. The word "hotel" as used in these guidelines shall mean and include any establishment, both public and private, engaged in the business of furnishing or providing rooms or overnight accommodations/camping facilities to transient guests.
3. The tax shall be paid by the person utilizing the accommodations and shall be paid at the time the rent or fee of occupancy is paid.
4. The tax shall not apply to the rent for hotel rooms rented to the same occupant for a period of thirty or more calendar days, or those hotel rooms rented on an annual contract basis for consecutive or non-consecutive days.
5. The governing authority or authorities shall impose the tax by ordinance, and shall have the right to provide in the ordinance necessary and appropriate rules and regulations for the imposition, collection and enforcement of the tax.
6. The proceeds of the tax, less a reasonable sum to be retained by the governing authority or authorities for a collection fee, shall be appropriated to the commission.

7. The commission shall use the funds for the purposes of attracting conventions and tourists into the area of the jurisdiction of the commission.
8. The commission shall have authority to spend money for advertising, promotion and publication of information.

BUDGET, BORROWING MONEY AND AUDIT

1. The commission shall annually submit to the governing authority or authorities of the parish or parishes a budget for its operations during the ensuing year.
2. The governing authority or authorities shall have the right to approve or disapprove the budget. Following the approval of the budget, the commission can begin its operations.
3. The commission may borrow money to pay its obligations that cannot be paid at maturity out of current revenue from the tax.

The commission cannot borrow a sum of money greater than can be repaid out of revenues anticipated from the tax collections and authorized during the year.

4. The books of the commission shall be audited by an independent certified public accountant annually.

The accountant shall make a written report of his audit and present it to the governing authority or authorities of the parish or parishes and the commission.

The report shall be furnished not less than thirty days prior to the submission by the commission of its annual proposed budget.

5. Any parish commission created by the governing authority of a parish with a population of not less than nineteen thousand fifty nor more than twenty thousand based upon the U.S. Census, may borrow money to construct a tourist information center on commission property provided that the funds are borrowed from a licensed financial institution.

In borrowing the money for a center, the loan must also be secured by a first mortgage upon the immoveable property of the commission.

The sum borrowed must be less than the market value of the immoveable property pledged as security for the loan.

The payments under such a loan can be repaid out of the revenue anticipated from the tax collection.

In the legislation creating tourist commissions some parishes have added duties and responsibilities to the present guidelines. Such as:

West Baton Rouge Parish has a board of directors with staggered terms, and has increased its duties to include the promotion of the parish's history, culture, art, folklife, recreational and leisure opportunities, natural and scenic highways, transportation, sites, attractions, accommodations and events.

To draft proposed legislation forming a tourist commission in your area, meeting(s) with an area legislator to ask his/her help in developing the language of the bill is recommended.

If you would like more information, or assistance in contacting your legislator, please contact Sharon Calcote, rural tourism development program manager, at the Louisiana Office of Tourism, P.O. Box 44243, Baton Rouge, LA 70804, or telephone 504/342-7009.

Appendix VI.H

Articles of Incorporation

HUNTINGDON COUNTY TOURIST PROMOTION AGENCY, INC.

BE IT KNOWN, that the undersigned who are residents of the Commonwealth of Pennsylvania, and who are citizens of the United States of America and of full age, have organized the Huntingdon County Tourist Promotion Agency, Inc., a non-profit corporation, and being desirous of becoming incorporated in accordance with the provisions and rules of the Act of Assembly of the Commonwealth of Pennsylvania, known as the "Corporation Not-For-Profit Code, Act of 1972, No. 271 (15 PS. 7101, et seq.)" as amended, do hereby declare, set forth and certify as follows:

1. The name of the corporation is the Huntingdon County Tourist Promotion Agency, Inc.
2. The location and post office address of its initial registered office in Pennsylvania is as follows: 320-1/2 Penn Street, Huntingdon, Pennsylvania 16652.
3. That the corporation is organized for the following purpose, to be an independent organization representing Huntingdon County, to develop and engage in tourist related programs designed to be beneficial to the County, Region and the State, and to assist the Travel Development Bureau of the Pennsylvania Department of Commerce in the implementation of the State Level Program.
4. The term of the existence of the corporation is perpetual.
5. The name, place of residence, and post office address of each of the incorporators and members of the first Board of Directors are as follows:

Harold Brumbaugh
Juniata College
Huntingdon, Pennsylvania 16652

Edward F. Harry
Orbisonia, Pennsylvania 17243

John F Boyer, Jr.
33 East Shirley Street
Mount Union, Pennsylvania 17066

Robert J. Klugiewicz
320-1/2 Penn Street
Huntingdon, Pennsylvania
16652

6. The corporation is organized on a non-stock basis and shall have no authority to issue shares of capital stock.
7. All conditions, qualifications, requirements, privileges and regulations as to membership in the Corporation, including voting rights, shall be fixed and governed by the By-Laws of the Corporation.
8. The corporation does not contemplate pecuniary gain or profit, incidental or otherwise.

9. The corporation is organized exclusively as a business league as defined and limited by Section 501(c)(6) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), including, but not limited to:
 - A. The purposes set forth in Paragraph 3 above.
 - B. The making of distributions for such purposes to organizations that qualifies exempt organizations under Section 501(c)(6) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Revenue Law).
 - C. No member of the corporation shall receive any pecuniary gain or profit, incidental or otherwise, from its activities, except that the corporation shall be authorized to pay reasonable compensation for services rendered and to make payments in furtherance of the purposes set forth in Paragraph 9 hereof. The corporation shall not carry on any activity not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(6) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law) or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law).
10. If the corporation is to be dissolved, the Board of Directors shall, after paying or making provision for the payment of all the liabilities of the corporation, dispose of all of the assets of the corporation conclusively for the purposes of the corporation in such manner, or to such organization or organizations organized and operated exclusively as a business league for such purposes as shall at the time qualify as an exempt organization or organizations under Section 501(c)(6) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), as the Board of Directors shall determine. Any of such assets not so disposed of shall be disposed of by the Court of Common Pleas of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine which are organized and granted exclusively for such purposes.

IN TESTIMONY WHEREOF, the incorporators have signed and sealed these Articles of Incorporation the ___th day of _____, 19___.

Appendix VI.I

PRACTICAL TIPS FOR OPENING A BED & BREAKFAST

Opening a bed & breakfast establishment sounds quaint, but it is a business and requires sound planning, management, and marketing techniques.

Agencies you should contact for information, permits, licenses, inspections, etc., include:

- ◆ Local, city or parish government
- ◆ State Fire Marshall
- ◆ State Department of Health
- ◆ State Department of Revenue and Taxation
- ◆ State Department of Employment and Training
- ◆ Your insurance company

Why should you contact these agencies?

Local, city or parish ordinances must be complied with in opening any business establishment. Opening a bed & breakfast will require building inspections to determine if the property is "up to code." This will include plumbing, electrical, and sewer, as well as safety inspections.

Also, the property must be properly zoned to allow a bed & breakfast, or any other light commercial business, in the area. Call your local zoning office or commission for this information.

If your property is "up to code," and it is zoned properly, there are some additional safeguards you may want to consider: For instance, you may want to incorporate your bed & breakfast. Incorporation will serve as a protection against personal law suits and other litigation. An attorney will be able to advise you on the pros and cons of incorporation. If you want to incorporate, papers must be filed with the proper local, parish, state and federal agencies.

Safety

To add to the safety of your bed & breakfast and also to help lower your insurance coverage premiums, have the fire marshall inspect your property and advise you about

proper safety and hazard precautions.

You may have to install a sprinkler system throughout your property or install smoke detectors in guest rooms. You must install fire extinguishers and have a pre-determined fire evacuation plan. This should be posted in each guest room.

Insurance

Make sure your property is properly and adequately insured. This should include liability, accident, fire and flood (if appropriate). Your insurance company/agent can advise you of all the policies and amounts of coverage available. The key to insuring a business is not to be underinsured.

Establishing a Business Office

The next step in opening your bed & breakfast is establishing your business office. This office will manage and monitor accounts receivable, accounts payable, payroll, paying of local, state and federal taxes, ordering supplies, maintaining inventory, and will work with credit card companies on the procedures and equipment necessary to offer credit card services to customers.

It is important to remember to check with the State Department of Revenue and Taxation regarding a business state tax identification number. The State Department of Revenue and Taxation may also be able to provide you with the information for obtaining a federal business identification number as well.

Special Note: If alcoholic beverages are sold at your bed & breakfast, your local government and the state Alcohol and Beverage Control Commission may have additional licensing and tax reporting requirements.

Employees and Employee Benefits

Now that you have researched all of the above, we must mention employees. You should contact the State Department of Employment and Training to obtain information on filing or paying into the unemployment compensation and workers' compensation funds. Employers should also find out if they are responsible for paying into social security for employees. Some of these guidelines are state and federal law. If so, violators could be penalized. It is best to find out ahead of time what responsibilities employers have to employees. You may also want to investigate a health insurance plan for employees as well. A group policy will cost less than individual policies and your insurance company/agent will be able to assist you.

Health Requirements

As a bed & breakfast, food is provided to guests. Local and/or state laws will require that a food serving establishment meet certain standards. Part or all of these requirements may have already been met during the local inspections. If not, the Board of Health and the state fire marshall can be of great assistance in finding out what the standards are -- such as proper ventilation in the kitchen, a hood over the stove, proper cooking equipment, commercial refrigerator, health certificates for cooks and food handlers, etc. The Board of Health and the state fire marshall may also require periodic safety and health inspections.

Amenities

Now that you have waded through the "red tape," we can move on to discuss amenities. What do you want to offer guests? Who is your market? And, how are you going to get into those markets?

The first question you need to answer is what do you want to offer to guests?

- ◆ Do you accept credit cards?
- ◆ Is your home/property historic and open for tours?
- ◆ Is your property open to the general public for lunch, dinner, or does it operate solely as a bed & breakfast?
- ◆ Do you want to have a gift shop?
- ◆ Do you prefer singles, couples or families?
- ◆ Do you want children staying at your bed & breakfast?
- ◆ If you accept children, do you offer babysitting services? A children's menu? Children's rates?
- ◆ Do you offer package tours in conjunction with other attractions and properties in the area?

After deciding upon your amenities, you must price out your bed & breakfast. You may want to visit with other bed & breakfast owners (maybe not in your area) to see how they priced rooms out.

Marketing Your Bed & Breakfast

There are several ways to market your bed & breakfast. It is assumed at this point that you have done some market surveys and have determined that your area can support a bed & breakfast.

Ways to market your property include:

- ◆ Contact authors of bed & breakfast resource guides and inform them of your

- establishment and invite them for a visit. Authors are always looking for new material and their respective guides can be viewed at libraries and book stores.
- ◆ Contact regional and national travel clubs and organizations such as AARP, motor clubs such as AAA or Mobil.
- ◆ Network with other bed & breakfast owners in the state, develop a tour package and refer customers to each other.
- ◆ Contact a reservation service. Inform them of your property and that you welcome their referrals. (There may be a charge for this service, so be sure to ask.)
- ◆ Network with local or regional car rental agencies for referrals.
- ◆ Work with your local and regional tourism bureaus or chambers of commerce in hosting receptions for business VIPs or travel writers in the area.

Specialties

"Specialties" merely refers to a something "special," something "extra," something "out of the ordinary." It can be a great marketing "hook." For instance, is your bed & breakfast a rustic structure? If so, create a Cajun cabin-look and offer Cajun food and music.

Is your bed & breakfast a plantation home? Then offer plantation style meals and possibly have staff dress in plantation era costumes.

Is your bed & breakfast an old Victorian home? If so, offer an English-style "high tea."

These are just some of the things to consider when thinking of opening a bed & breakfast. Most importantly, remember your market. Folks who want to stay at a bed & breakfast desire personal attention and interaction.

Packaging

By working with other local and/or regional attractions, you can package your bed & breakfast and garner larger exposure. For example, market to a regional area (via newspaper or other medium) a package offering accommodations at your bed & breakfast, with dinner at an area restaurant and a local tour such as plantation home, swamp tour (or whatever attraction is available). The exposure and cost of the promotional package will be kept to a minimum as it is shared among all participants.

Publicity

Local publicity and word of mouth are vital to success. You will be particularly successful if your establishment is supported by your local community. Community involvement is an added advantage to operating a business. Support local civic and charitable organizations by offering free or reduced rates as prizes, etc.

You can also work with a local or area radio station to get publicity. Radio stations are interested in building a greater listening audience. To do this, they offer contests and games for their audience. Prizes for the winner(s) are secured from the community. You can gain added recognition and publicity by participating in these contests.

Other publicity methods are developing a brochure and distributing it through the state office of tourism inquiry section and the visitor information centers; direct mail to tour operators and/or travel agents; working with local or area travel agents to get on referral lists.

Most state offices of tourism develop and distribute some type of visitor's guide. It would be worthwhile to find out if your property qualifies for inclusion in this publication as it is sent to thousands of potential visitors to your state and therefore potential customers to your property.

Reservations

For reservations, you may be interested in obtaining a toll-free (1-800) number that is good within your state, and/or nationwide.

Miscellaneous Things to Consider

- ◆ Housekeeping services: laundry service, maid service, other room cleaning crew.
- ◆ Securing adequate restaurant equipment and supplies (commercial).
- ◆ In-room telephones for guests.
- ◆ Providing room service.
- ◆ Menu preparations and budgeting.
- ◆ Special arrangements such as private parties, meetings, wedding receptions, etc.

For more information or a more in-depth consultation, please contact Sharon Calcote, rural tourism development program manager, at the Louisiana Office of Tourism, P. O. Box 44243, Baton Rouge, LA 70804, or telephone 504/342-7009.

Appendix VI.J

PRACTICAL TIPS FOR OPENING A MUSEUM

Opening a museum can be a tremendous boost to a local community. Museums should reflect local or regional significance. For example, the commerce, agriculture, history and/or culture of the area. A museum can also serve to boost civic pride in a community, and can garner broad public support as it proves to be an education resource as well as a tourist attraction.

Gaining Public Support and Recognition

One way to gain public support and recognition is to appoint a museum board of directors. You may want to have leaders in civic, charitable and arts organizations, as well as local or area businesses. Suggested members might include representatives of the chamber of commerce, tourist commission, women's group, Rotary Club, arts council, bank, real estate agencies, restaurants, etc.

By involving these groups, you gain broad based support for the museum project and create a feeling of "ownership" between your key community leaders and your museum board of directors. This feeling of "ownership" will help protect the museum project and in hosting benefits and fund raising events on behalf of the museum. It is also a great beginning for museum volunteers.

Business "Sense"

After the museum board is created, it should operate and manage the museum as a business and also as a public service.

As a business, it must have all of the necessary licenses, permits and inspections. For example, the structure should be inspected for safety. Electricity and plumbing should be checked and a fire evacuation plan should be posted. A museum must be handicapped accessible and escapable as well.

If the museum is operated by an organization, it may qualify for tax exempt status or non-profit status. For information on non-profit status, you should check with the appropriate office in your state.

If the museum does not qualify for tax exempt or non-profit status, then a state and federal tax identification number needs to be obtained from the state Department of Revenue and Taxation.

Establishing a Business Office

A business office should be established for accepting entrance fees and for bookkeeping purposes. Good financial statements and business records are a must, particularly if there is a desire to ever seek state and/or federal grants for projects and/or to seek corporate sponsorship.

A local bank or the chamber of commerce may be able to advise you on procedures for accepting credit cards and opening a business or non-profit organization bank account. Staff should also be trained to open and close the cash register(s) and make bank deposits.

Insurance

A very important aspect of opening any business or public facility is obtaining proper and adequate insurance coverage. Insurance coverage for a museum should go beyond the usual liability, injury, accident, fire and flood insurance, if appropriate. It should also include insurance to cover the replacement value of contents.

To insure the contents, insurance companies prefer photographs of each individual piece with a brief description. If any item is considered very rare or extremely valuable, you may want to have an appraisal done and attach the appraisal to the photograph and description. On some pieces you may want to consider a "rider" policy. Your insurance company or agent will be able to help you determine the amount of coverage necessary.

Employee Benefits/Volunteers

Employees, even part-time employees, may have to be covered by workers' compensation and unemployment insurance. The regulations on employee benefits may be checked out by contacting your local or area division of the state office that handles employment and training.

Now, to the Museum itself ...

Establish business hours. It may be a good idea to be open on the weekends as that's when most families travel or have the time to tour or visit other areas.

Inventory the contents of the museum. This will help in organizing the museum. You may want to contact your local or regional arts council for assistance in planning or organizing your museum's sequence ... arranged by subject, by period, by date, etc.

A museum should tell a story. Create a walking tour guide. Educate the staff on the historical significance of the contents of the museum. Have your staff tell local stories. Make it interesting.

Make your museum attractive. Spot lighting, glass cases, special display areas all contribute to an attractive showcase.

In your museum, you may want to consider a "hands-on" area where visitors can actually feel and touch items. A children's area is very popular as well.

Other areas you may consider having in your museum, if space allows, are an interpretation area with a video, film or slide projector show on the museum subject matter and/or a library or research area.

Tying your museum to the local economy, history or culture should ensure some local and public support.

Other Things to Consider

Create a brochure and hand-out materials. These brochures can be distributed through the state office of tourism as well as regional bureaus and other travel promotion organizations.

Consider opening a gift shop with local or regional historical items or items of interest for sale.

Seek out volunteers. Volunteers should be easily obtained through your organizations with representatives on the board of directors. Use the volunteers for staffing the museum, for lawn and building maintenance and for fund raising.

Seek donations from other local, regional or statewide organizations and private collectors to build upon your museum's contents.

Finally, market your museum with other travel and tourism entities in your area.

For more information or a more in-depth consultation, please contact Sharon Calcote, rural tourism development program manager, at the Louisiana Office of Tourism, P. O. Box 44243, Baton Rouge, LA 70804, or telephone 504/342-7009.

Appendix VI.K

Selected Reading List

Developing Tourism In Your Community, Texas Department of Commerce, P.O. Box 12728, Austin, Texas 78711, ph 512/462-9191, fax 512/320-9456, and Texas Agricultural Extension Service, Department of Recreation, Parks and Tourism Science, Texas A&M University. July 1993.

Discovering the Small Towns and Rural Areas of South Carolina, South Carolina Division of International Marketing, South Carolina Department of Parks, Recreation and Tourism, Edgar A. Brown Building, 1205 Pendleton Street, Suite 522, Columbia, South Carolina 29201, ph 803/277-2601, fax 803/277-2102.

Getting Started: How to Succeed in Heritage Tourism, National Trust for Historic Preservation, 1785 Massachusetts Avenue, N.W., Washington, DC 20036, ph 202/673-4296, fax 202/673-4038. 1993.

"Home on the Road: Exploring Rural America Is a Commanding Business Asset", Business America, David L. Edgell and Sarah J. Dalton, U.S. Travel and Tourism Administration, U.S. Department of Commerce, 14th and Constitution Avenue, NW, Washington, DC 20230, ph 202/482-4752, fax 202/482-2887. November 1993.

Hometown Discovery: A Development Process for Tourism, Carole J. Amos, Rural Development Coordinator, Community Development Division, South Carolina Department of Parks, Recreation and Tourism, Edgar A. Brown Building, 1205 Pendleton Street, Suite 522, Columbia, South Carolina 29201, ph 803/734-1449, fax 803/734-0670, and Thomas D. Potts, Extension Tourism Specialist, Cooperative Extension Service, Department of Parks, Recreation and Tourism Management, 275-A Lehotsky Hall, Clemson University, Clemson, South Carolina 29634-1005, ph 803/656-0372, fax 803/656-2226.

"How One Kansas Town Used Tourism to Revitalize its Economic Base," Business America, David L. Edgell, Sr., U.S. Travel and Tourism Administration, U.S. Department of Commerce, 14th and Constitution Avenue, NW, Washington, DC 20230, ph 202/482-4752, fax 202/482-2887, and Mary Lynn Cartwright, Area Chamber of Commerce, Fort Scott, Kansas. November 1990.

Indicators of Sustainable Tourism and the Environment, World Tourism Organization's Environment Committee's International Working Group on Indicators of Sustainable Tourism, World Tourism Organization, Capital Haya 42 208020 Madrid, Spain, ph 34-1-571-0628, fax 34-1-5714-3733.

Informational Package, The Center for Rural Pennsylvania, 212 Locust Street, Suite 604, Harrisburg, Pennsylvania 17101, ph 717/787-9555, fax 717/772-3587.

Master Plan and Action Program: North Dakota Tourism Master Plan and Research Program INTRA, North Dakota Tourism Promotion, 604 Rast Boulevard, Bismarck, North Dakota 58505, ph 701/224-2525, fax 701/224-4878, and INTRA, 1620 Montgomery Street, Suite 140, San Francisco, California 94111, ph 415/391-2700, fax 415/391-5824, and Dean Runyan Associates, 815 S.W. Second Avenue, Suite 620, Portland, Oregon 97204, ph 503/226-2973, fax 503/226-2984. May 1990.

Minnesota Tourism Industry Service Manual, Minnesota Office of Tourism, 100 Metro Square, 121 East 7th Place, St. Paul, Minnesota 55101, ph 612/296-2755, fax 612/296-7095.

"A New Initiative in Tourism Development ... South Dakota's Oyate Trail," Business America, David L. Edgell, Sr., U.S. Travel and Tourism Administration, U.S. Department of Commerce, 14th and Constitution Avenue, NW, Washington, DC 20230, ph 202/482-4752, fax 202/482-2887, and Susan Edwards, South Dakota Department of Tourism. April 1993.

Rural Tourism: Marketing Small Communities, Arlene Heatherington, P.O. Box 11349, Bainbridge Island, Washington 98110. January, 1991.

"A Small Community Adopts Tourism as a Development Tool," Business America, David L. Edgell, Sr., U.S. Travel and Tourism Administration, U.S. Department of Commerce, 14th and Constitution Avenue, NW, Washington, DC 20230, ph 202/482-4752, fax 202/482-2887, and Lee Staiger, *The Tomahawk*, Mountain City, Tennessee. April 1992.

South Dakota Rural Development and Marketing Guide, South Dakota Department of Tourism, 711 E. Wells Avenue, Pierre, South Dakota 57501, ph 605/773-3301, fax 605/773-3256.

Sustainable Tourism Development: Guide for Local Planners, World Tourism Organization, George McIntyre and Edward Inskeep, Capital Haya 42 208020 Madrid, Spain, ph 34-1-571-0628, fax 34-1-5714-3733. 1993.

"Tourism Development: An Economic Stimulus in the Heart of America," Business America, David L. Edgell, Sr., and Linda Harbaugh, U.S. Travel and Tourism Administration, U.S. Department of Commerce, 14th and Constitution Avenue, NW, Washington, DC 20230, ph 202/482-4752, fax 202/482-2887. January 1993.

A Training Guide for Rural Tourism Development, Distribution Center, Minnesota Extension Service, University of Minnesota, Room 3, Coffey Hall, 1420 Eckles Avenue, St. Paul, Minnesota 55108. August 1991.

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